

Internship Report on

Retailers Satisfaction Level on

Airtel Bangladesh Limited



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Airtel Bangladesh Limited



Submitted by

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Submitted to

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Submission Date: 7th September 2014

7th September 2014

To,

Jabir Al Mursalin

Assistant Professor

BRAC Business School

BRAC Business School

Subject: Submission of Internship Report

Dear Sir,

It gives me immense pleasure in presenting the internship report on “Retailer Satisfaction Level on Airtel Bangladesh Limited” which was assigned to me as a partial fulfilment of the BBA program.

The three months of internship program at Airtel Bangladesh Limited gave me the opportunity to have an insight on the customer service and its strategy. The work on the project also enriched my knowledge about the corporate environment of an organization.

I hope that the report would be meeting your expectations and standards. Your kind consideration and cooperation will be highly appreciated.

Sincerely yours,

Muhammad Atiqur Rahman

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Acknowledgement

At first, I want to bid my heartiest thanks to my supervisor, Nayeemu Rahman mia, Senior executive trade marketing ,Dhaka-1 Zone,Airtel Bangladesh Limited for guiding me and for giving me the opportunity to initiate this report. Then I want to thank Airtel Bangladesh Limited (ABL) for giving me the opportunity to do my internship in the organization. My special thanks for Mohammad Razaul Islam Shiddique,Zonal business manager,Dhaka-1 Zone,Airtel Bd.Ltd, who assigned me in the project. I would also like to thank cordially Jabir Al Mursalin, Assistant Professor, BRAC Business School, who helped me in every step in the organization. I want to thank all territory managers, who assisted me a lot for the preparation of this project. I am also very grateful to Mr. Ali and Mr. Bari, unless their support the research survey would have been difficult for me. I also would like to thank BRAC University authority for their library and internet facilities from where I got enormous information.

Executive Summary

Airtel is the sixth telecom operators in Bangladesh. This company is the subsidiary of Telecommunications Company Airtel India in Bangladesh .Airtel Bangladesh Limited is one of the fastest growing mobile services providers in Bangladesh and is a concern of Bharti Airtel Limited, a leading global telecommunications services provider. The company offers a wide array of innovative mobile services, including voice, value added services, data and m-commerce products and is focused on expanding its state-of-the-art mobile network both for coverage and capacity. Since, all of the operators are offering almost same categories of products it has become a big challenge to retain the existing subscribers and acquisition of new customers. At this moment Airtel is trying to reach the Retailers with various promotional activities and is attempting to make their brand presence felt. Through their significant advances in Bangladesh, Airtel is moving ahead on the track to achieve their goals. As a student BBA program, I got the opportunity to complete my internship program in such a multinational telecom company. The internship program is the partial requirement of my BBA program and the duration of the internship session was 3 months. I worked in the central sales department at Dhaka -1 Zone of Airtel Bangladesh. The report has been prepared in align with my job responsibilities and experiences at Airtel. I have conducted a research survey among Airtel retailers who sells both SIM and recharge. After that I have designed the research in a descriptive way and collected data are analyzed quantitatively. The research findings show that there are several factors that make the retailers dissatisfied regarding Airtel. Insufficient SIM delivery, Poor network quality, delay on SIM replacement, poor commission structure and bad internet service etc. are the areas for customer dissatisfaction. On the other hand, the retailers are satisfied for the low call rate of prepaid connection, higher commission payment, availability of the prepaid Ezee load, tariffs of the prepaid packages, lives enriching value added service, and for customer supports after sales. However, the overall analysis describes that the most of the Airtel prepaid subscribers are moderate subscribers. At the end of the project, some recommendations are given to help the Airtel management so that they can deploy appropriate decisions to reduce the retailer's dissatisfaction.

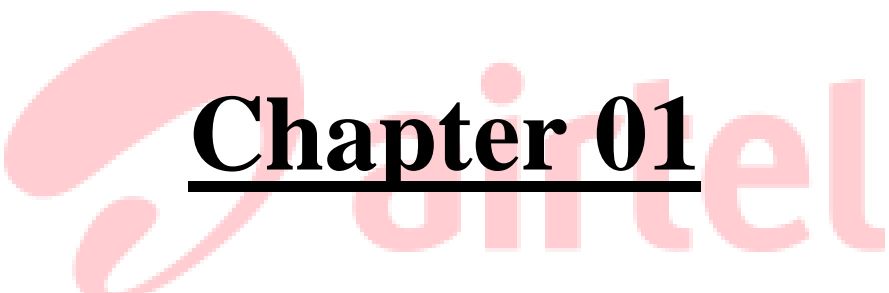
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Chapter 01

Company Overview

1.1 Preface:

Today, it would be difficult to find a company that does not proudly claim to be a retailer-oriented, retailer-focused, or even-retailer driven enterprise. Increasing competition (whether for-profit or non-profit) is forcing businesses to pay much more attention to satisfy customers and their retailers. The state of satisfaction depends on a number of both psychological and physical variables, which correlate with satisfaction behaviours. The level of satisfaction can also vary depending on other options the customer may have and other products against which the customer can compare the organisation's product. Retailer's satisfaction has now become major concern of the mobile service providers in our country. Because of having extensive competition and battle for existence in the market, every business now more focus on the retailer's satisfaction and expectation. Although retailers are the main and foremost medium for the telecom business who closely interact with the subscribers. The objective of this study is to provide a more comprehensive understanding of the process of retailer's satisfaction on the services provided by the Airtel mobile operator in Bangladesh. To measure the Retailer's satisfaction, a questionnaire was designed by comprising some important variables. Based on the findings of the study some recommendations have been made which may assist Airtel BD Ltd. to increase Airtel Bd. Ltd. market growth based on more satisfied retailers.

1.2 Company Info

Airtel Bangladesh Ltd. is a GSM-based cellular operator in Bangladesh. The number of mobile user is increasing day by day. It is a very attractive market for the mobile connection providers. Presently there are five big companies in the market. Each of them is trying to maintain and increase their market share. Among them AIRTEL is one of the leading company in this sector. AIRTEL [TMIB] is a joint venture organization with A. K. Khan & Company and Telekom Malaysia Berhad and A. K. Khan Group, which is a leading telecommunication provider, operating its business in Bangladesh since 15 November 1997. Airtel is the sixth mobile phone carrier to enter the Bangladesh market, and launched commercial operations on May 10, 2007. Warid Telecom International, an Abu Dhabi based consortium, sold a majority 70% stake in the company to India's Bharti

Airtel Limited. Bharti Airtel is making a fresh investment of USD 300 million to rapidly expand the operations of Warid Telecom. This is the largest investment in Bangladesh by an Indian company. This is Bharti Airtel's second operation outside of India. Dhawi Group continues as a strategic partner retaining 30% shareholding and has its nominees on the Board of the Company. Bharti Airtel Limited took management control of the company and its board, and rebranded the company's services under its own Airtel brand from 20 December 2010. The Bangladesh Telecommunication Regulatory Commission approved the deal on Jan 4, 2010 .

The new funding is being utilized for expansion of the network, both for coverage, capacity, and introduction of innovative products and services. As a result of this additional investment, the overall investment in the company will be in the region of USD 1 billion. Today, AIRTEL boast the widest International Roaming service in the market connecting 315 operators across 170 countries. In addition, AIRTEL is the first mobile operator to connect Tetulia and Teknaf, the northern and southern most points of Bangladesh. AIRTEL was also the first to provide seamless coverage along the Dhaka-Chittagong highway. With a network covering all 61 (allowable) districts of Bangladesh, coupled with the first Intelligent Network (IN) Prepaid Platform in the country, AIRTEL is geared to provide a wide range of products and services to customers all over Bangladesh.

In March, 2013, Warid Telecom sold its rest 30% share to Bharti Airtel's Singapore-based concern Bharti Airtel Holdings Pte Limited. On September 8, 2013, Airtel Bangladesh received 5 MHz 3G spectrum with 1.25 million US\$. Airtel Bangladesh limited has already covered significant areas of the most important cities of the country; Dhaka, Chittagong, Sylhet, Gazipur, Narayanganj, Comilla, Bogra, Khulna, Rajshahi, Cox's Bazar and Rangpur.

1.3 Airtel Bangladesh Ltd. at Glance

- ❖ **Type:** Private
- ❖ **Industry:** Telecommunication
- ❖ **Predecessor (s):** Warid Bangladesh
- ❖ **Founded:** December 1, 2010 (Registration date)
- ❖ **Headquarters:** House 34, Road 19/A, Banani, Dhaka 1213, Bangladesh
- ❖ **Key people:**
 - Mr. PD Sharma (Chief Executive Officer),
 - Abhay Seth (Chief Sales & Marketing officer),
 - SK Mukhopadhyay (Chief Finance Officer),
 - Rubaba Dowla (Chief Service Officer),
 - Sugato Halder (Chief HR officer)
- ❖ **Products:** Telephony, EDGE, GSM, HSDPA/3G
- ❖ **Total subscriber:** 8 million (September 2013)
- ❖ **Revenue:** 117.213 billion (US\$2.34 billion) (2010)*
- ❖ **Operating income:** 21.771 billion (US\$434.33 million) (2010)*
- ❖ **Net income:** 18.282 billion (US\$364.73 million) (2010) *
- ❖ **Total assets:** 856.142 billion (US\$17.08 billion) (2010)*
- ❖ **Total equity:** 502.603 billion (US\$10.03 billion) (2010)*
- ❖ **Parent:** Bharti Airtel 100%
- ❖ **Website:** <http://www.bd.Airtel.com>

Note: All figures include Bangladesh, India and Sri Lanka operations

1.3 Bharti Airtel:

Bharti Airtel Limited is commonly known as Airtel. It is an Indian telecommunications company that operates in 20 countries across South Asia, Africa and the Channel Islands. It operates a GSM network in all countries, providing 2G, 3G and 4G services depending upon the country of operation. Airtel is the third largest telecom operator in the world with over 243.336 million customers across 20 countries as of March 2012. It is the largest cellular service provider in India, with over 181 million subscribers at the end of March 2012. Airtel is the third largest in-country mobile operator by subscriber base, behind China Mobile and China Unicom. Airtel is the largest provider of mobile telephony and second largest provider of fixed telephony in India, and is also a provider of broadband and subscription television services. It offers its telecom services under the Airtel brand, and is headed by Sunil Bharti Mittal. Bharti Airtel is the first Indian telecom service provider to achieve Cisco Gold Certification. It also acts as a carrier for national and international long distance communication services. The company has a submarine cable landing station at Chennai, which connects the submarine cable connecting Chennai and Singapore. Airtel is known for being the first mobile phone company in the world to outsource all of its business operations except marketing, sales and finance. Its network—base stations, microwave links, etc.—is maintained by Ericsson, Nokia Siemens Network and Huawei, and business support is provided by IBM, and transmission towers are maintained by another company (Bharti Infratel Ltd. in India). Ericsson agreed for the first time to be paid by the minute for installation and maintenance of their equipment rather than being paid up front, which allowed Airtel to provide low call rates.

1.5 Bharti Group :

Bharti Group was founded in 1976 by Sunil Bharti Mittal. It has grown from being a manufacturer of bicycle parts to one of the largest and most respected business groups in India. With its entrepreneurial spirit and passion to undertake business projects that are transformational in nature, Bharti has created world-class businesses in telecom, financial services, retail, and foods.

Bharti started its telecom services business by launching mobile services in Delhi (India) in 1995. Since then there has been no looking back and Bharti Airtel, the group's' flagship Company, has emerged as one of the top telecom companies in the world and is amongst the top five wireless operators in the world. Through its global telecom operations Bharti group has presence in 20 countries across Asia, Africa and Europe - India, Sri Lanka, Bangladesh, Jersey, Guernsey, Seychelles, Burkina Faso, Chad, Congo Brazzaville, Democratic Republic of Congo, Gabon, Ghana, Kenya, Madagascar, Malawi, Niger, Nigeria, Sierra Leone, Tanzania, Uganda, and Zambia. Over the past few years, the group has diversified into emerging business areas in the fast expanding Indian economy. With a vision to build India's finest conglomerate by 2020 the group has forayed into the

retail sector by opening retail stores in multiple formats - small and medium - as well establishing large scale cash & carry stores to serve institutional customers and other retailers. The group offers a complete portfolio of financial services - life insurance, general insurance and asset management - to customers across India. Bharti also serves customers through its fresh and processed foods business. The group has growing interests in other areas such as telecom software, real estate, training and capacity building, and distribution of telecom/IT products.

1.6 Timeline of Warid Telecom in Bangladesh

- In December 2005, Warid Telecom International paid US\$ 50 million to obtain a GSM license from the BTRC and became the sixth mobile phone operator in Bangladesh.
- In a press conference on August 17, 2006, Warid announced that its network would be activated two months ahead of schedule, in October, 2006. Again in October, 2006 Warid Telecom put off the launch of its cell phone services in Bangladesh until April, 2007 after its major supplier Nokia walked out on an agreement over a payment dispute.
- Warid had a soft launch at the end of January 2007. It gave away complimentary subscriptions among a selected group of individuals, whose job was to make 'test calls' and the operator adjusted its network's quality based on their comments.

- On May 9, 2007, Warid in an advertisement in some daily newspaper stated that it would be launching publicly on May 10, 2007. However, no call rate or any package details were revealed. The advertisement included an announcement for the people interested to buy Warid connections to bring the documents like ID card, etc., to the designated franchise and customer care centers.
- On October 1, 2007, Warid Telecom expanded its network to five more districts raising total number of districts under Warid coverage to 56, said a press release. Mymensingh, Jamalpur, Sherpur, Rajbari and Narail towns were covered by Warid network.
- On November 10, 2007, 61 districts under Warid network coverage.
- On June 10, 2008, Warid Telecom expanded its network to 3 more districts Bandarban, Khagrachhari and Rangamati. Now all 64 districts of Bangladesh are under Warid network coverage meaning Warid Telecom now has nationwide coverage.
- On December 20, 2010, Warid Telecom was rebranded to Airtel.

1.7 Brand Airtel

Airtel was born free, a force unleashed into the market with a relentless and unwavering determination to succeed. A spirit charged with energy, creativity and a team driven “to seize the day” with an ambition to become the most admired telecom service provider globally. Airtel has become one of the most preferable brands among the young people in just 12 months of operations in Bangladesh.

1.8 Vision & Tagline:

“By 2015 Airtel will be the most loved brand, enriching the lives of millions.” "Enriching lives means putting the customer at the heart of everything we do. We will meet their needs based on our deep understanding of their ambitions, wherever they are. By having this focus we will enrich our own lives and those of our other key stakeholders. Only then will we be thought of as exciting, innovation, on their side and a truly world class company."

1.9 Airtel Logo

The unique symbol is an interpretation of the “A” in Airtel. The curved shape & the gentle highlights on the red colour make it warm & inviting, almost as if it were a living object. It represents a dynamic force of



unparalleled energy that brings us and our customers closer. Our specially designed logo type is modern, vibrant & friendly. It signals our resolve to be accessible, while the use of all lowercase is our recognition for the need for humanity. Red is part of our heritage. It is the colour of energy & passion that expresses the dynamism that has made Airtel the success it is today, in India, and now on the global stage.

1.10 Current Market Situation

According Bangladesh Telecommunication Regulatory Commission (BTRC) the total number of mobile phone subscribers has reached 114.808 million at the end of January 2014. It was 90.636 million by the end of February 2009. It was just 45.21 million by the end of February 2009. The total number of mobile phone subscribers has been doubled within 3 years and it is still increasing significantly. Presently, the cell phone is an integral part of our daily life. Mobile phone operators are continuously offering more value added services to enrich the lives of the customers. At the same time the competition among the telecom companies has reached to the peak level. This situation is compelling the one telecom operator providing the better quality services and keeping the call charge lower than the other operators.

Currently, the telecom industry is dominating by GrameenPhone with its 41.50% market share. Egyptian Orascom Telecom's Banglalink retained the second spot holding 25.20% of total market share. Robi, formerly known as AKTEL, owned by Axiata (Bangladesh) Ltd, remained in the third position with 22.31% market share. The market's late entrant Airtel Bangladesh Ltd is obtaining the fourth position and its current market share is 7.20%. Citycell, the country's first and only CDMA operator remains in the fifth spot with 1.38 million customers. The state-run Teletalk now remained at bottom place with 2.98 million customers.

Operators	Subscribers (in million) in JAN 2014	Percentage in 2014	Percentage in 2012
Grameen Phone Ltd. (GP)	47.642	41.50%	41.65%
Banglalink Digital Communications Limited	28.932	25.20%	27.59%
Robi Axiata Limited (Robi)	25.611	22.31%	20.21%
Airtel Bangladesh Limited (Airtel)	8.263	7.20%	7.13%
Pacific Bangladesh Telecom Limited (Citycell)	1.38	1.20%	1.99%
Teletalk Bangladesh Ltd. (Teletalk)	2.98	2.60%	1.43%
Total	114.808	100.00%	100.00%

*Note: According to The *Bangladesh Telecommunication Regulatory Commission (BTRC)*

* Subscribers in Millions

*The above subscribers' numbers are declared by the mobile operators

1.11 SWOT Analysis

SWOT analysis is a strategic planning method used to evaluate the strengths, weaknesses, limitations, opportunities, and threats involved in a project or in a business venture. It involves specifying the objective of the business venture or project and identifying the internal and external factors that are favourable and unfavourable to achieve that objective. The SWOT analysis of Airtel BD ltd is shown below:

Strength	Weakness
<ol style="list-style-type: none"> 1. Global brand image 2. Established management 3. Financially sound 4. Low call tariff 5. Higher commission payment 6. Various types of bonus commission campaign. 7. Product segmentation for different type of customers 8. Dedicated and customer oriented employees 	<ol style="list-style-type: none"> 1. Limited coverage 2. Unstable network quality 3. Poor distribution channel in rural areas 4. Poor Commission payment structure 5. Poor Edge/GPRS service 6. Lack of communication among departments
Opportunity	Threat
<ol style="list-style-type: none"> 1. Adopting 3G, Wi-Max technology 2. Growing population 3. Rural market and corporate customers 4. Capture more market share 5. Growing targeted consumer. 	<ol style="list-style-type: none"> 1. Retention of retailers 2. Better quality service provided by other telecom companies. 3. Price wars with competitors 4. Government regulations and political instability. 5. Entry of new competitor in the market

1.12 Product Offers

Different people love different things. Someone likes to talk for longer period of time, some people love to talk for seconds, some customers make calls more frequently on a day, and some users talk only on few specific numbers. To cater to all customers needs, Airtel offers both prepaid and post-paid connection to its customers. Moreover Airtel also offers massive value added services to its subscribers.

1.12.1 Pre-paid Details

There are 10(Ten) different packages available in one prepaid connection. Customer can switch between the packages on offer. When a user switches from one option to another, the benefits under the previous option will automatically be changed to the new one.



➤ Dosti:

Life is impossible without friends! To keep you connected with your friends, Airtel brought to you a brand new prepaid package, 'dosti'! Now get 5 Super FnF from 0000hr and up to 1GB internet free!

➤ Foorti:

To keep customer dancing on their feet all day & night long with the friends, Airtel introduces a new addition to its prepaid package portfolio 'foorti'. Here, the customer can talk up to 15 hours (12 AM to 3 PM) at the lowest rate in the market.

➤ Hoi Choi:

Introducing Hoi Choi- our new prepaid plan with 1 second pulse and rates as low as half-paisa per second! So that you can make every second count, Hoi Choi gives you:

- 1 second pulse from the 1st second

- 2 special FnFs
- Airtel FnF @ half-paisa/second
- Other operator FnF @ 1 paisa/second
- All other calls @ 1.65 paisa/second

➤ **Super-adda:**

Enjoy 29 FnF @ 30 paisa/min

- 10 second pulse
- 29 FnF for both Airtel & Other operator
- To migrate this package, dial *121*88# (free) or type “T” and SMS to 7353(free)
- To add your FnF, type ADD< space >01XXXXXXXXXX (FnF number) to 7353 (free)
- You can also get 500 SMS & 5 MB Internet for only BDT 5 by dialing *121*10*1*13# or SMS “starts” to 4444. Validity of this bundle is 1 day (date of purchase + 0 days). Dial *778*2#(free) to check SMS balance & *778*4# to check Internet balance (MB)
- Instant cash back or other bonus minute / talk time will not be applicable for this package.
- Enjoy Power pack, Bundle and value voucher for “super adda” package
- VAT Applicable

➤ **Adda:**

Adda package gives maximum fnf and all that at fantastic rates. In this package a subscriber can add upto 8 fnf numbers of any operators. This package is also popular among prepaid subscribers for low on-net tariffs.

➤ **Gangtalk:**

Airtel Bangladesh is introducing a new prepaid package: Gangtalk. In this new package customers will be able to make his/ her own gang and talk at 0.5p/sec call rate for 24 hours. To migrate to Gangtalk, dial *121*130# (Free)

Besides, customers of this package can use Unlimited Facebook for only Tk5 by dialing *121*127#

➤ **Shobai:**

Recently Airtel brings a revolutionary package 'shobai' where a customer can select an operator of their choice and make all the numbers of that operator as fnf. They can talk at the lowest rate of 65 paisa/min with any number of that operator by recharging BDT. 65 and that will be valid for next 7 days. If the customer wants to continue this offer their next recharge must be 65 taka within the seven days.

➤ **Golpo:**

If someone loves making long conversations, 'golpo' package offers with 24 hrs flat tariff to any number.

➤ **Dolbol:**

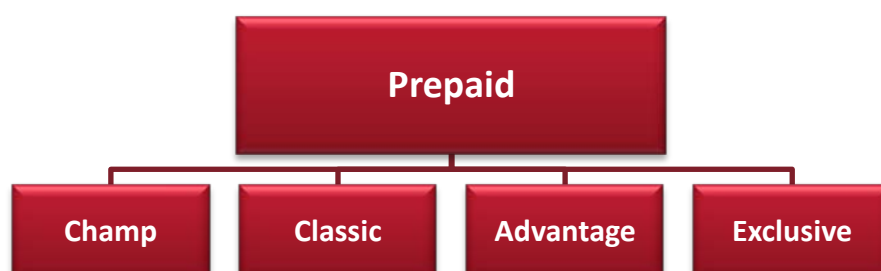
Airtel is proud to introduce „dolbol“ package, a one of its kind offer where a prepaid subscriber can join their own community and talk at the lowest rate of 29 paisa/min within the community members.

➤ **Kotha:**

Subscribers can share every little moment with the ones with Airtel 'kotha'-the package plan with 1 sec pulse from the very first second.

1.12.2 Postpaid details

Airtel postpaid comes with 4 packages that are designed to furnish to both the professional and personal communication needs.



Particulars	Champ	Classic	Advantage	Exclusive
Highlights	Zero line rent	Attractive FNF rates	Best flat rates	Highest FNF features
Connection price	150	150	150	150
Non refundable deposit	300	300	300	600
Total price	450	450	450	750
Credit limit	300	300	300	600

1.13Marketing Product Mix

Product—

- Continuous improvement of quality.
- Reposition of slow moving products to different target markets.
- Always branding Airtel with all packages with a GSM service

Price—

- Necessary changes in tariff structure , and changes in terms and conditions.
- Penetration pricing in the face of competition.
- Skimming policy where possible.

Place—

- Make effective use of distribution.
- Make product and service delivery system more effective and less time consuming.
- Wider distributing network to make service more accessible.

1.14 Retailer's commission structure:

➤ **New Connection:**

Description	New Connection
MRP for Subscribers	200 BDT
Retailer buying cost	168 BDT

- Above price is VAT inclusive.
- This change on SIM price will be applicable from 25 th June ,2014

➤ **Other Commissions with New SIM selling for retailers :**

Retailer future commission structure		
	Future Commission (BDT)	Rules behind gaining commission
Primary Commission	40	
Paper Commision	20	Every paper should be given to the Distributor agent within 3 days
Documentation Commission	20	Every sold SIM must recharge and use 25 taka within 30 days from activation
Productivity commission	25	
1 st month recharge commission (1-30 days)	25	
	50	
	100	
	180	

➤ **Commission on data pack recharge:**

➤ **Recharge internet pack (3G&2G):**

Recharge Amount	Volume	Duration	Retailers Gain
17 TAKA	17 MB	7 Days	0.85 Taka
27 TAKA	27 MB	7 Days	1.35 Taka
98 TAKA	90 MB	15 Days	6.60 Taka
132 TAKA	300 MB	30 Days	4.90 Taka
198 TAKA	300 MB	30 Days	9.90 Taka
398 TAKA	2 GB	30 Days	19.90 Taka
502 TAKA	1.5 GB	30 Days	25.10 Taka

Airtel also provide various promotional activities in remote and LRA area. As, Airtel now holds third position in the telecom industry, its follow strategy is unique and competitive. Airtel strategy makes it competitive and raising company in the telecom industry. Executive of sales department always give focus and respect on the retailers demand and expectations. Giving priority on the retailer's expectation helps Airtel to grab the market faster than any other existing company. Now Airtel stay head to head retail position with the market leader GP telecom. Almost, each and every existing telecom retailers give Airtel telecom service to the subscribers.

Chapter 02

Job Description

2.1 Experiences at Airtel Bangladesh Limited

My journey as an internee in Airtel Bangladesh Limited started on 18 March, 2014 and finished on 18 August, 2014. I worked with the Dhaka-1 Zone at central sales team that is one of the domains of Sales Zone among seven sales zones of Airtel Bd. Ltd. There are two types of jobs that are generally executed by the central sales department. First one is the creative part and another one is the operational part. The creative part is involved in working on projects, developing new ways of business, increasing the company revenue and some other confidential activities. On the other hand, the operational part is responsible for communications through field visits, telephone, promotional offers, and making a strong relationship with retailers via decent communication as well as accelerating company revenue. The sales department of Zone Dhaka-1 Airtel Bangladesh Limited is located in Jashim Uddin Road, Uttara, Dhaka. My on-site supervisor was Md. Razaul Islam Shiddique, zonal business manager and Mr. Nayeemur Rahman Mia, senior executive trade marketing, sales zone Dhaka-1. My working hour began at 10 AM and continued to 6 PM. My days in Airtel did not go well for the first few weeks. Generally, there were no separate desks and computers allotted for the interns. From the joining day I found that every procedure is prepared by computer and there were no paperwork things to accomplish. Fortunately, I was given a desk but no computer on the very first day. However, I did not have anything to do but reading sales guidelines and policies, magazines, journals, and brochures published by Airtel and Bharti Group. Sometimes my supervisor gave me to organise the promotional bill papers. Sometime my moments passed by thinking myself that how I would spend the rest of the weeks with no tasks. Sitting on a chair for 10 hours with no job made my life horrible. At last, my supervisor consulted with me on internship and he suggested me to conduct a survey on retailers' satisfaction. Days were getting changed when I started to learn the mechanism of sales department.

My supervisor Mr. Nayeemur Rahman Mia provided me some training for two weeks about the tasks that are performed by the territory managers and other sales executives, the procedures to complete the certain tasks, and the criteria that must be followed while doing a particular job. Finally I had to manage a laptop from my house and start my survey research. I had to learn to operate different types of tools and software which was essential to execute the particular operation. After that, he gave me some assignments based on my learning. From the second month, I was assigned to look after some portion of the operational part and my

daily job was to complete survey on retailers. After running each targeted distribution area, I had to keep informed my supervisor. By the end of the day, I had to conduct my supervisor about the progress of the survey. Apart from my daily duties, I assisted my supervisors at their works whenever it was necessary. As days passed by, I was more attached with Airtel and definitely with my supervisors. I got appraised for many times from my supervisors and that made feel proud that my work was adding significant value to the organization. It is an immense pleasure to me, that I could complete my internship session in such a multinational telecom company. To me, it was a true corporate orientation. I have enjoyed every moment in Airtel and achieved so many experiences that will absolutely help me to choose my right career path.

2.2 Job Responsibilities

During my 3 months of internship program I worked with the Dhaka-1 Zone sales team of Sales department of Airtel Bangladesh Ltd. My responsibilities at Airtel Bangladesh Ltd are given below:

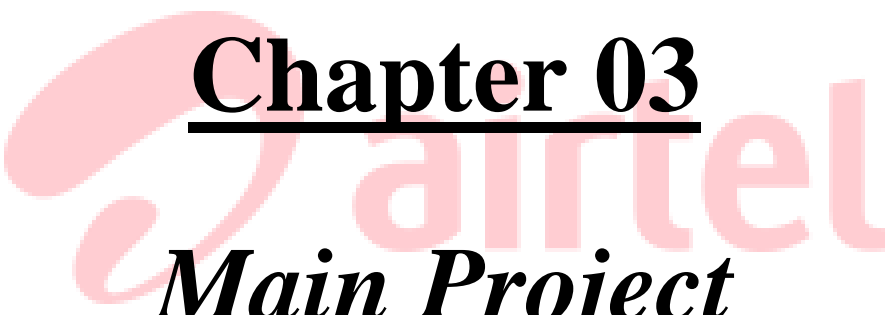
- Arrange different billing papers of promotional activities.
- Communicate with the retailers.
- Find out the expectation and dissatisfaction of retailers on Airtel Bd.Ltd
- Provide feedback to the supervisors and consult with the other executive on sales growth.

2.3 Observations and Recommendations

There is some critics and observation which I noticed throughout my internship program. I have also made some recommendation along with my observation. If some effective initiatives are taken, the internship program could be more helpful for the students and by the same time Airtel could get the most output from the interns.

- Generally, there is no computer allotted for the interns in Airtel. When a new intern joins in Airtel, he/she has to wait and spend idle time for 7 to 14 working days to get attached with the work. This time period makes the interns feel bored and gets uninterested about the job. The interns should be trained up about the responsibilities from the very beginning so that they would become more inspired to work attentively.

- Airtel's corporate office is situated in Banani, Dhaka; Service experience department is housed in Shyamoli, Dhaka; and Sales and marketing department is located in Gulshan-2, Dhaka. For that reason, the system requisition process is lengthy in Airtel due to the location of the office. Airtel should reserve at least two or three PC in each department. Whenever new workers join, they could start their tasks within very short time and Airtel does not have to waste human resource anymore.
- Every procedure is prepared by computer and there are no paperwork things to accomplish. It is required to replace the old configuration's computer with the faster one to boost up working performance and save time. Unfortunately, I have to manage myself laptop for my internship programme. It is better for the Airtel reputation as well as the internees work motivation.
- Job rotation is not practiced to the interns. Interns should have given the opportunity to work in more than one function to get involved more with the company. As well as they should treat as a part of the team not like an outsider. Airtel should provide necessity information to the interns, so that they have knowledge on their business.
- During my internship session, I found that the work load was no more comparing to the number of existing executives. Working on under pressure for prolonged period may help for the workers and consequently increases the knowledge. However, i found competitively low work load ,as i have given task on survey.
- The overall treatment with intern in Airtel in terms of behaviour was helping, excellent and friendly. Supervisors encourage the interns to accomplish their job properly; also provide help and support on their tasks which is very remarkable.
- Airtel can build the interns as an enrich workforce through motivation, inspiration and proper training on the assigned department.



Chapter 03

Main Project

3.1 Introduction

Retailer satisfaction is a fundamental marketing construct in the last three decades. In the past, it was unpopular and unaccepted concept because companies thought it was more important to gain new retailers than retain the existing ones. However, in this present decade, companies have gained better understanding of the importance of retailer satisfaction (Especially service producing companies) and adopted it as a high priority operational goal. Retailer satisfaction, a term frequently used in marketing, is a measure of how products and services supplied by a company meet or surpass retailer expectation. Retailer satisfaction is defined as "the number of retailers, or percentage of total retailers, whose reported experience with a firm, its products, or its services (Ratings) exceeds specified satisfaction goals. People in Bangladesh are becoming busy day by day and more professional than previous. They need to share more information to each other because demography has changed due to the era of globalization. Mobile phone has introduced a tremendous change in the communication sector in our country. It has changed the communication structure also. People in various occupations and income levels are using mobile phone intensively for their occupational purpose and personal purpose as well.

3.1.1 Background of the problem:

There are six mobile phone operators are running business in Bangladesh. Among them Airtel is the late entrant in the market. The other telecom companies are continuing operations for more than 1 decade except Teletalk. If we look back at that time, the mobile phone services were limited to few numbers of retailers due to low availability and low awareness. Moreover, the network was also restricted to some divisional cities and in few major cities in the country. As the technology developed and the tariffs reduced by the companies people were getting more engaged with this portable telecommunication services. For this reason, the early entrants in the market acquired enormous time for the network expansion. As a result, their subscriber and field base reached to more solid stage. After entering of Airtel in the market, there was a remarkable change seen in telecommunication industry. The competition has been more intensified among the mobile phone companies. Airtel is also struggling with the other competitors by offering new and unique services to keep up the market share.

Meanwhile, Airtel is vastly well accepted among young generation for its youth oriented campaign and promotions. Especially the lower tariffs and highest FnF facilities are appealing all kinds of people to use Airtel prepaid connection. As a result, retailer's eager to do business with Airtel Bd Ltd. Currently, Airtel offers almost all types of lives enriching value added services with the prepaid connection. However, from my recent observation at my internship program, I found that the Airtel retailers are experiencing poor service quality due to the limited network coverage and poor commission structure. It is true that, Airtel has not got enough time for the network expansion that the other companies obtained. There are some other problems prevailing among retailers which make them feel unpleased. Hence, to survive in this competitive environment, it might be very difficult to keep the existing retailers satisfied and to grab more market share. It is therefore imperative for Airtel to analyze the retailer's opinion in this regard to its services and take care of the dissatisfaction. This study is aimed at reviewing the prevailing situation to assist Airtel so that it can take appropriate measures for its improvement if needed.

3.1.2 Origin of the report

This report has been prepared to fulfil the partial requirement of my Internship of BBA Program of BRAC University. I did my 12 week internship in Airtel Bangladesh Limited. During my internship session I have earned a lot of experiences. I worked in the central sales area of Sales Department of Airtel. I have prepared this report in align with my assigned job responsibility.

3.1.3 Objective of the report

The objective of the report is divided into two parts. They are specific and broad objectives. The specific and broad objective of this report is given below:

Broad Objective:

- The broad objective of this report is to find out the retailer satisfaction level on Airtel Bangladesh Ltd.

Specific Objectives: The specific objectives will be:

- To know about retailers attitude towards Airtel .Bd. Ltd.

- To find out specific areas of satisfaction of Retailers.
- To figure out specific areas of dissatisfaction of Retailers.
- To know the overall satisfaction level of the retailers.
- To figure out possible improvement sectors to reduce dissatisfaction.
- To find out the most possible solution to increase the retailers satisfaction over the competitors.
- To know the behaviour of Airtel.Bd. Ltd staffs and its effect on services.

3.1.4 Scope of the report

This report basically deals with a brief description about Airtel Bangladesh Limited and its product, services and retailer's commission structure, as well as, mainly focuses on retailer acceptance level. Here no industry analysis is done. There is only detail description of the Central Sales function of Sales department of the company because of the availability of information to me as I worked in this function.

3.2 Literature review

As my project area is to find out the retailer satisfaction level of Airtel Bangladesh limited, I have gone through different articles and journals published for telecom sector. I have also reviewed various websites, research papers and text books to enrich my theoretical knowledge on retailer perception level. It provides me with an idea about the current situation in terms of what has been done, and what I know. Sometimes it includes suggestions about what needs to be done to increase the knowledge and understanding of a particular problem.

3.2.1 Retailer Satisfaction, a theoretical review

The retailers are in the mainstream of sales oriented services. The success of such companies largely depends on the satisfaction of the retailers. They are happy if the benefit and/or the services meet their expectations. If their requirements do not meet the expectations the buyers become discontented, they are delighted when the performance fulfils their requirements. Retailers' past buying experiences, the opinion of friends, associates, marketer, competitor information and promises lead to the expectations. Marketer must be careful to set the right

Level of expectations. If they set expectations too low, they may satisfy those who buy but fail to attract enough retailers. In contrast, if they raise expectations too high, retailers are likely to be disappointed. Dissatisfaction can arise either from a decrease in commission and service quality or from an increase in retailer expectations. In either case, it presents an opportunity for companies that can deliver superior retailer value and satisfaction. Today most successful companies have taken the strategy of raising expectations and delivering performance to match. Such companies track their retailers' expectations, perceived company performance, and retailer satisfaction. Highly satisfied retailers produce several benefits for the company. Satisfied retailers remain connected for a longer period and talk favourably to others about the company and its products, services as well as benefits. Retailers are the mechanism whom first communicate with the subscribers and stay next door to the subscribers. As a result, company should focus on the retailer's satisfactions and their expectation.

3.2.2 The definition of retailer satisfaction

As the key driver of retailer loyalty, many researchers increased emphasis on retailer satisfaction. High level of retailer satisfaction may lead to more loyal retailers which means can bring more profit for enterprise. There are many kinds of definition of retailer satisfaction, but no precise definition already been development. According to the researchers, the working of retailer mind is like a black box. That is an observer can only see what goes in and what comes out but not what happened inside. Satisfaction may result from a very SIMPLE or a complex process involving extensive cognitive, affective and other undiscovered psychological and physiological dynamics. Comparing the definitions of satisfaction, it can be found that satisfaction is stated to be a relative concept always judged in relation to a standard. That means if we define retailer satisfaction on different angles, we can get different definition. Usually, many researchers conceptualize retailer satisfaction as a personal feeling that retailers compare perceived quality performance with expectations. This kind of conception is represented by Oliver's (1980) expectancy-disconfirmation framework. He states that retailers compare the perceived quality of benefits and service with their prior expectations. The difference between expectations and perceived quality is called disconfirmation. If it is positive disconfirmation (the expectations are met or exceeded), the consumer is satisfied; if it is negative disconfirmation (perceived quality falls short of expectations), and then the retailer is dissatisfied. e ACSI (American Retailer Satisfaction

Index), SCSB and ECSI define retailer satisfaction as overall satisfaction. So here my theoretical framework treats retailer satisfaction as overall satisfaction.

3.3 Retailer satisfaction factors of retailers of Airtel

In mobile telecommunication industry, there are direct and indirect factors that influence retailer satisfaction. Here I focus on the most important factors that influence retailer satisfaction for retailers of Airtel Bd .Ltd.

➤ Commission

The commission on SIM and load sales is one of major factor for the retailers. Most of the retailer's income source depends on the SIM selling commission. Retailers are mostly focus on not only commission amount but also commission structure .The more accountable and transparent commission structure retailers get the more satisfied they are. Therefore, to attain more retailers Airtel should focus develop clear, transparent as well as competitive commission structure so that retailers can gain more benefits that will make more satisfied retailers. Moreover, commission conformation and commission payment medium are also big issues on retailers satisfaction.

➤ Availability

Availability of the product at the right time leads the retailers to a better experience. Retailers always want the product to be availed as and when needed. They do not want to loss earnings from SIM sales. However, the prepaid retailers require top-up their credit more frequently. Not only SIM availability is the main factor to increase retailers satisfaction but also recharge card availability. Most retailers business depends on recharge card as the situated near to the school or academic institution. So availability of SIM and recharge can change the retailer's satisfaction level

➤ Customer Support: Helpline

Airtel provides the state of the art 24 hours customer supports through customer hotline for its customers in Bangladesh. Airtel subscriber needs to dial 777 to reach helpline. The hotline number has a language option for English, Bangla. It is a computer aided information base to afford immediate access to the information about the subscribers, but the operations are done manually. After dialing 777, subscribers are first welcomed by an automated and standardized process. Then he/she needs to wait for maximum 3 minutes. After that the

subscriber reaches the Customer Manager. Airtel has successfully differentiated its retailer and subscribers supportive helpline facilities. Airtel has also another helpline number (786) for the subscribers. As a result, retailers are getting more focused from the Airtel.

➤ **FSE (Field Service Executive),Supper-visor & Territory Manager**

Most of the problems of the retailers are solved by the helpline service. But there are some problems that cannot be solved over the telephone conversation. Retailers need to appear physically to deal with those problems. Airtel has its strong FSE who communicate six days in a week with retailers. FSEs are the main mechanism from the company to directly communicate with the rateilers. Airtel has seven Zonal offices around the country, which is known as “Zonal office, located at key locations. These centres are directly run by Airtel itself. Airtel has more than two hundred outlets spread across Bangladesh, the largest chain of retail outlets in the country, which is further backed up by a chain of sub-dealers, affinity partners & distributors. Dealer outlets are known as “Airtel Relationship Center” (ARC). Bill payment, address change, SIM replacement, new connection, scratch cards and sometimes mobile sets are sold at these outlets. Bill collection for post paid users and “Ezee Load” top up for pre-paid users can also be availed at the franchises. These franchises directly appoint dealers and sub-dealers in their designated areas. Furthermore, Airtel also has more than four thousand “Airtel Service Center” (ASC) around the Bangladesh. This service center handles the customer services, for instances, SIM replacement, new connection, prepaid recharge, postpaid bill payment and other customer queries. These after sales services are very crucial to keep the retailer informed and satisfied regarding Airtel.

➤ **Campaign:**

Campaign helps retailers to earn more than their normal income. Campaign motivates retailers to achieve extra commission and facilities from the companies .The more lucrative campaign offer by the retailers, the most they satisfied on the company. Airtel provide various promotional offers for retailers such as LRU activities , Airtel hour, Hate storming etc. Campaing not only help retailers to earn extra profit but also help company to grab the market in battle field of competition.

3.4 Methodology

3.4.1 Research Design

A research design is a framework or blueprint for conducting the marketing research project. It details the procedures necessary for obtaining the information needed to structure or solve marketing research problems. Although a broad approach to the problem has already been developed, the design specifies the details of implementing that approach. A good research design will ensure that the marketing research project is conducted effectively and efficiently. Typically, this research design involves the following components or tasks:

- a) Classify the nature of research
- b) Define the information needed
- c) Specify the measurement and scaling procedures
- d) Construct a questionnaire for data collection
- e) Specify the sampling process and sample size
- f) Develop a plan for data analysis

3.4.2 Type of the Research

Research design is basically classified as exploratory or descriptive research. The main objective of exploratory research is to explore or search through a problem or situation to provide insights and understanding. In general, exploratory research is meaningful in any situation where the researcher does not have enough understanding to proceed with the research project. The research process that is adopted is flexible and unstructured. It rarely involves structured questionnaires. The primary data are qualitative in nature and are analyzed accordingly. For example, exploratory research may consist of personal interviews with industry experts.

Conversely, the descriptive research assumes that the researcher has much prior knowledge about the problem situation. The major objective of descriptive research is to describe something, usually market characteristics or functions. In general, descriptive research is marked by a clear statement of the problem, specific hypotheses, and detailed information needs. As a result, descriptive research is pre-planned and structured. It is based on large, representative samples, and the data obtained are subjected to quantitative analysis. As one of

my responsibilities was to make outbound call to capture the customer's feedback regarding Airtel's services, I learnt a lot of things from there and acquired much insight about the problem situation. For this reason, exploratory research design will not be practiced rather this project is more involved with the descriptive research design. A comparison of basic research designs is:

		√
Category	Exploratory	Descriptive
Objective	Discover ideas and insights	Describe market characteristics or functions
Characteristics	Flexible, versatile, unstructured	Marked by prior formulation and hypotheses
Sample	Sample is small and non-representative	Pre-planned and structured
Methods	Qualitative research	Data analysis quantitatively
	Expert surveys	Surveys (Questionnaire)
	Pilot surveys	Observational and other data
Findings/Results	Tentative	Conclusive
Outcome	Generally followed by further exploratory or conclusive research	Findings used as input in decision

3.4.3 Problem Definition

Problem definition is the important part of marketing research, after defining the problem the research can be design and conducted. The main problem in which the research will focus is the analysis of retailers satisfaction level of Airtel Bangladesh Ltd. and the associated problems with the prepaid connection which is identified by asking relevant questionnaires to the prepaid customers of Airtel. The information needed for the study will be the retailer's perception level selling Airtel SIM & recharge, an overview of the problem, situation and

what sort of problems the retailers faces regarding this services. For this research, judging perception level for the prepaid services have been obtained by asking questions and doing survey on the retailers . Some of the experiences and observations are also used from my job responsibilities to prepare the questionnaire. For getting insight of the company and its services some feedbacks were obtained from executives and the team members of Airtel. This is the problems which will be focused in the research and by defining these problems some important steps will be suggested to solve the current situation to help the company for their management decision.

3.4.4 Measurement and Scaling Procedure

For measurement and scaling, Non-Comparative technique is selected because each object will be scaled independently from other objects in the stimulus test. A Likert Scale has been used for the measurement and scaling. A Likert scale is a psychometric scale commonly used in questionnaires, and is the most widely used scale in survey research, such that the term is often used interchangeably with rating scale even though the two are not synonymous. When responding to a Likert questionnaire item, respondents specify their level of agreement to a statement. For gaining full view of customers perception of the prepaid services and their response level on each questions five response categories will be used starting from strongly agree to strongly disagree. To conduct the analysis, each statement is assigned a numerical score ranging from 1 to 5. So the point of strongly agree is 1, and strongly disagree is 5. Also I have found retailers Satisfaction through a scale point ranging from 1 to five where strongly satisfied is 1 and strongly dissatisfied is 5 . I have also scale on the basis of the telecom companies that is –(1) Airtel Ltd.(2)Grameen phone (3)Robi Axita Ltd.(4)Banglalink (5)Others. Also, retailers recharge and SIM selling amount are measured through my survey.

3.4.5 Questionnaire

Survey and observation are the two basic methods for obtaining quantitative primary data in descriptive research. Both of these methods require some procedure for standardizing the data-collection process so that the data obtained are internally consistent and can be analyzed in a uniform and coherent manner. A questionnaire has been used to conduct the survey for this research paper. It is a formalized set of questions for obtaining information from the Airtel retailers. I tried my level best in setting up the questions, so that it must translate the

information needed into a set of specific questions that the respondents can and will answer. Furthermore, I made this questionnaire in such a way that must uplift, motivate and encourage the respondents to participate, cooperate and complete the interview. In beginning of the questionnaire, I introduce myself, mention the name of the research topic, and put a little description about the purpose survey respectively. Then, I proceed to respondent section. The aim of the respondent section is to get the general information about the respondent and to get the information on retailers current sales on SIM and recharge of Airtel competaors companies along with Airtel itself . In the third portion of the questionnaire, there are 14 direct and correlated questions placed which are very precise with the Airtel sales service and facilities given to the retailers. These 22 set of questions has been prepared based on the factors for measuring satisfaction level. Lastly, there is some space given for the respondent if they wish to write some comment or suggestion regarding Airtel Bd. Ltd service and commission facilities for the retailers.

3.4.6 The Sampling designing Process

3.4.6.1 Define the target population

The sample design begins by specifying the target population. Target population is the collection of elements or objects that posses the information sought by the researcher and about which inferences are to be made. Population of this research could be the retailers of Airtel Bd.Ltd. Nevertheless, the target population must be defined precisely. It should be defined in terms of elements, sampling units, extent, and time.

- **Element of population:** An element is the object about which or from which the information is desired. The element of target population of the research study will be all the retailers of Airtel Bangladesh limited.
- **Sampling Unit:** A sample unit is an element that is available for selection at some stage of the sampling process. Sampling unit will be for identifying the elements available for providing information. For this research, the sampling unit will be the retailers who have Airtel Sales-ID.
- **Extent:** Extent refers to the geographical boundaries within which the research is conducted. Due to the time and resource constraints the extent of the target population of this research is limited only to the Airtel retailers of Dhaka-1 Zone . For more specifically, the research has been conducted to the retailers of Gulshan,Kuril,Badda, Mobazar,Uttara,Savar Bazar,Joydevpur.

- **Time:** The time factor is the period under consideration for selecting the target population. The time frame for selecting target population and figuring the sampling was began on 30th June 2014 and sustained to 10th July 2014.

3.4.6.2 Determine the sampling frame

A sampling frame is a representation of the elements of the target population. It consists of a list or set of directions for indentifying the target population. For determining sampling frame of this research I took the help from Nayeemur rahman mia ; senior executive trade marketing,Airtel Bd.Ltd.. He provided me the information about the retailer's sales –ID ,their assigned territory managers contract numbers. I also prepared myself to obtain help from MD.Razaul Islam Shiddique, ZBM,Dhaka-1,Airtel Bd as well as other existing sales executives in Dhaka-1 Zone for conducting the research.

3.4.6.3 Select a sampling technique

In case of selecting a sampling unit, I selected sampling without replacement technique. Once a sample is selected and asked question, it is removed from the sampling frame so that it cannot be selected again. By this sampling approach, the repetition of the same sample is not occurred in this project. Another approach judgmental sampling has also been followed in this research. It is a kind of non-probability sampling techniques that allow me to apply my observation and personal judgment to choose the elements to be included in the sample.

3.4.6.4 Determine the sample size

Sample size will be the number of elements to be included in the study. The important qualitative factors which should be considered will be:

- The importance of the decision
- The nature of the research
- The number of variables
- The nature of analysis
- Sample size used in SIMilar studies
- Resource constraints, etc.

By considering all this factors and discussing with my supervisor the sample size is considered to be around 50 retailers from five different distributive areas of Dhaka-1 Zone. I selected 10 retailers from each distribution areas.

3.4.7 Data Collection, Preparation, Analysis

3.4.7.1 Data Collection

Data collection is a term used to describe a process of preparing and collecting data for example as part of a process improvement or SIMilar project. The purpose of data collection is to obtain information to keep on record, to make decisions about important issues, to pass information on to others. Primarily, data is collected to provide information regarding a specific topic. The planning of data collection for research work is generally developed in early stage of the research for its importance and impact on the research work. For this research, the data is collected from the respondents through a survey questionnaire. Some other feedback is also obtained from the telephone conversation with the territory managers.

3.4.7.2 Sources of Data

There are two types of data sources are used to obtain the required information.

1. Primary Data Sources-
 - Direct interview through a survey questionnaire
 - Direct conversation with the territory manager
2. Secondary Data Sources-
 - Commercial websites of Airtel (<http://www.bd.Airtel.com/>)
 - Online articles on telecommunication sector
 - Previously conducted research papers on different issues of telecommunication
 - Company's magazines, brochures, etc.

3.4.7.3 Procedure of data collection

After determining the target population and sampling frame I was looking forward to conduct the survey for collecting the information. As my extent of the target population was pre-planned and structured, therefore, I did not have any trouble to collect the information from the fieldwork. I spend six working days to collect data from the selected distribution areas .i

travelled with supervisors , so that i could get my desired retailers . Whenever I found a retail in the targated area who was sitting idle or gossiping with their employees, I went to them, cordially introduced myself and asked them whether they were selling both Airtel connection (SIM) and recharge. After receiving a positive response, I also assured that retailer have Airtel sales code. Finally, I provided a questionnaire form and asked them to participate in the survey. Fortunately, no one denied participating in the survey because it did not take more than five minutes to finish. Moreover, every respondent was looking enthusiastic in taking part and some of them were very cooperative and supportive. They also assisted me to find out other retail shop. By this way, I collected data from 10 respondents on the same day from every targeted Airtel distribution area. I spend six working days to collect information from five targeted distribution areas.

3.4.7.4 Data analysis

After completing the research survey, I started the data preparation for the project. As soon as I received the questionnaires from the field I kept all the information in SPSS and Microsoft Excel program. Since, this is a descriptive research and the data analysis should be done quantitatively. For this reason, I used SPSS and MS Excel software because I have enough insights of using this program. In the beginning portion of the questionnaire, there were some general questions to aware of the some information about the respondents, for instances, area, owner name, sales-id POS category and contract number of the respondent This information is analyzed collectively rather than individually. Here, no statistical tools have been used. The next section of the questionnaire contains 22 quantitative and qualitative questions. Each of the questions has been arranged in such a way which is indirectly related to the retailer satisfaction factors. To measure the degree of agreement, some statement is assigned a numerical score ranging from 1 to 5. So the point of strongly agree is 1, and strongly disagree is 5.

Firstly, I have analyzed the total scores that stand for of the each statement. By analyzing each statement this way, the specific areas of satisfaction and specific areas of dissatisfaction could be identified. As a result, it was feasible for me to figure out the factors that make the retailers feel satisfied and the factors responsible for dissatisfaction. A low standard deviation means the data points tend to be very close to the mean, and high standard deviation indicates the data are spread out over a large range of values. From average point I divided into three categories of subscribers; satisfied retailers and moderate retailers and not satisfied retailers. If The average point is more than 4, then it is “dissatisfied retailers”. If the

average point is more than 3, then it is “moderate retailers” and finally, if the average point is less than 3, then it is not “satisfied subscribers”.

3.5 Findings

The research findings are organized in coherent and logical way. After the completion data analysis successfully I have arranged the research findings into four segments. The research findings of this project begin with the respondent analysis with supporting interpretation and illustrations. In the second segment, the findings will be on the analysis on each statement of the questionnaire. The findings of the general overview of respondents will be shown in segments three. The segment four will reflect the personal opinion and suggestion of respondents to the Airtel.

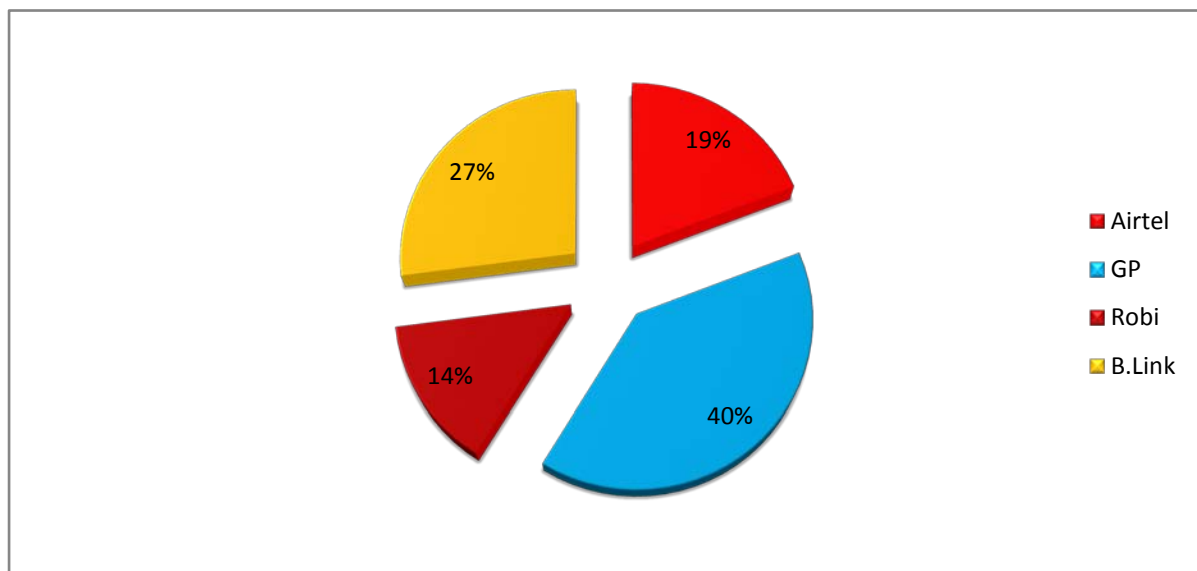
3.5.1 Findings on respondent’s analysis

The general analysis of the 50 samples is presented in this section. The main objective of the respondent’s analysis is to get the overview about respondents. Here, respondent’s area, owner name, sales-Id, POS category and contract number etc. have been discussed briefly. There is no statistical tool used to analysis the respondent’s overview because this information will not affect directly to the customer satisfaction factors. For collecting data from the field, the research survey has been conducted among 30 metro and 20 rural retailers of Airtel Bd.Ltd. Thus, the ratio of metro retailer is 60% and the ratio of rural retailer is 40 %. Since, Airtel is the most preferable brand among young people and retailers, I conducted the survey among the retailer’s whose business is situated in the centre of the distributed area. All the respondents belong to both SSO and LSO category. From this survey, it can be said that most of the retailers use more than one SIM along with their Airtel recharge SIM.

3.5.1 .1Findings on the retailer current sales:

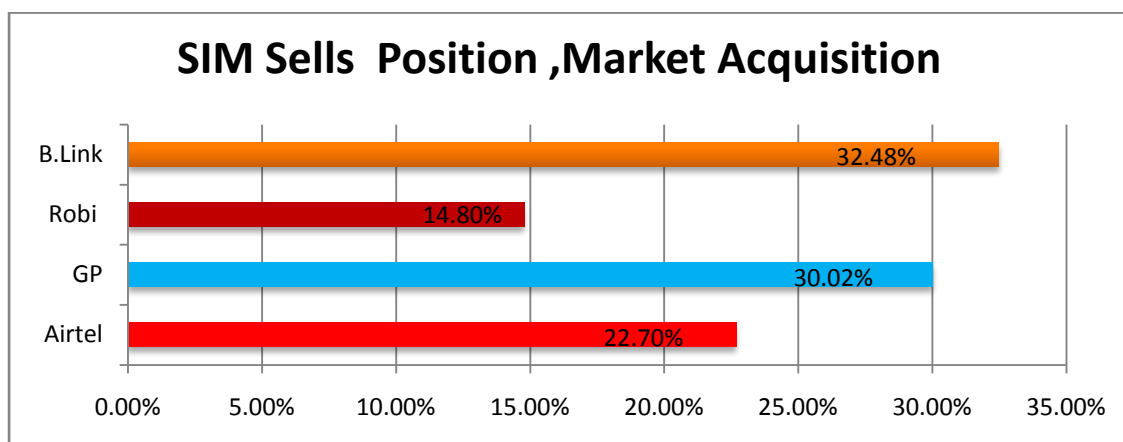
Current Tertiary revenue position:

Tertiary revenue means revenue from recharge and load.I indirectly collect information on the retailer's satisfaction level recharge and load sales as well is it gives us our information on current tertiary revenue position compare to other existent telecom companies.



The above findings show that on an average GP earn 40% of the total tertiary revenue .After that Banglalink hold the position by selling 27% of the total tertiary revenue. Airtel Bd.Ltd. holds the third position gaining 19% of the telecom industry tertiary revenue. Retailers sales 14% of the total recharge of Robi recharge. These findings shows that satisfied subscribers of Airtel Bd.Ltd. are increasing and Airtel is able to achieve its vision of becoming the most loved brand, enriching the lives of millions by 2015.

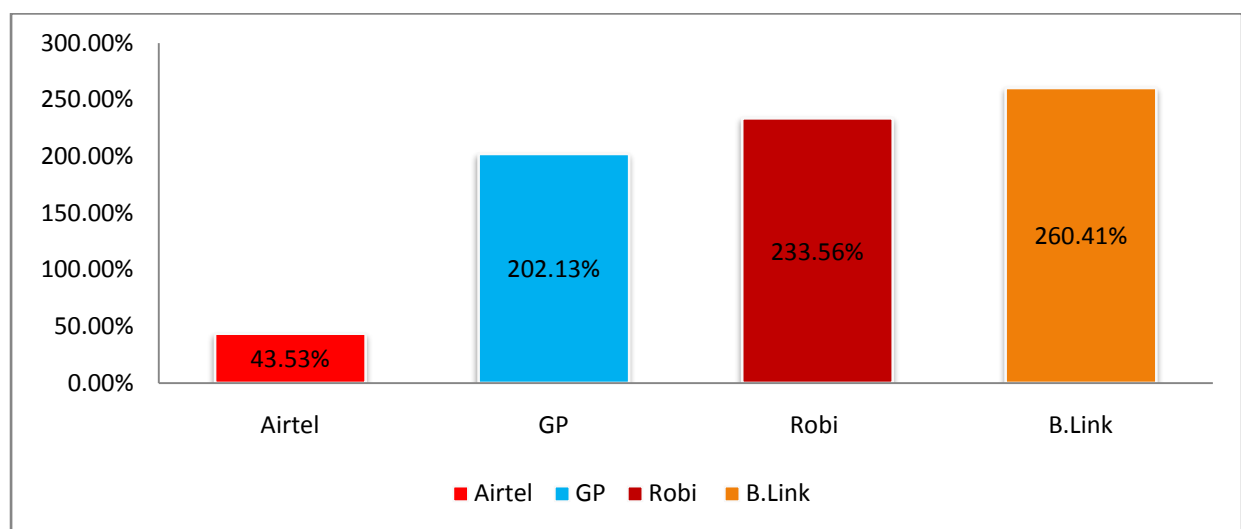
Market Acquisition and GA :



Interpretation: GA means gross add and it find from the number of SIM added in Airtel

Bd.Ltd. Every telecom company wants to increase GA so that it will remain its existence in the market. The more GA telecom company can add, the more subscriber they can achieve. Here from the retailers SIM sales volume from the last month i found that, Banglalink SIM are sold more among other telecom companies which is 32.48% of the retailers total monthly SIM sold. After that Grameen phone SIM are sold more at 30.02% of the retailer's total monthly sales. Airtel Bd.Ltd SIM are sold at 22.70% of the total retailers SIM sold monthly which makes Airtel become third position in SIM selling position in the telecom market. Retailers sales 14.80% of Robi SIM of the monthly SIM sold.

SIM delivery percentage as market required:



Interpretation: Sufficient SIM helps retailers to sale more SIM and telecom companies to become Strong. Every Company try their best to full fill the market demand for SIM for the betterment of the company future growth. After analysis from the various company SIM delivery and market requirement i have found that Airtel stay behind on fulfilling SIM delivery requirement among other competitors .Airtel Bd.Ltd provides only 43.53% of the market required SIM to the retailers. However, Banglalink which SIM are sold more by the retailers provides 260.41 % of the market required SIM. Grameen phone provides 202.13% of the market required SIM to the retailers. Robi also provides 233.56 % of the market required SIM to their retailers. Airtel can gain the second position in market acquisition among the competitors if the will increase SIM delivery percentage as market requires.

3.5.2 Findings on statements analysis

Findings of the statements are analyzed by summing up total scores of each statement of 30 respondents. Then I calculate the arithmetic mean of the each statement to figure out the central limit tendency and also compute the standard deviation to get the dispersion of the values.

- **Statement 1:** “Which company SIM do you recommend to the subscribers” –(1) Airtel Ltd.(2)Grameen phone (3)Robi Axita Ltd.(4)Banglalink (5)Others

Interpretation: Retailers always recommends subscribers about the comapny SIM whom they are more satisfied. The mean average of this statement is .94, which indicating the retailers are mostly recommend Airtel Bd.Ltd.. The standard deviation of this statement is 1.420 which is less than 1 that means data points in every series are very close the mean. From this scenario, it could be said retailers recommend mostly Airtel Bd.Ltd SIM to the new subscribers as they are satisfied on Airtel Bd.Ltd.

- **Statement 2:** “Retailers are satisfied on amount of SIM delivered –(1) Airtel Ltd.(2)Grameen phone (3)Robi Axita Ltd.(4)Banglalink (5)Others”

Interpretation: The mean average of this statement is 3.96, which means the retailers are satisfied on the amount of Banglalink SIM delivered. The standard deviation 0.96 shows that the data in every series are slightly closed to their means. From this scenario i can say that, retailers are not satisfied on amount of SIM delivered by the Airtel Bd.Ltd. Providing sufficient amount of SIM can reduce numbers of unsatisfied retailers .

- **Statement 3:** “Airtel provide valuable idea for retailers business development ;-(1) YES,(2) NO”

Interpretation: The sample elements have provided 1.24 in an average to the statement. This means the respondents says on an average Airtel helps to develop retailers business. Since, the standard deviation is .431 the data are close to mean values. Therefore, retilers are satisfied with Airtel Bd.Ltd’s business relation and valuable business development ideas provided by Airtel’s FSE.

- **Statement 4:** “The process for resolving Retailers concern of Airtel are- ;
(1)Highly satisfied,(2)Somewhat satisfactory ,(3)Average,(4)Somewhat unsatisfactory,

Interpretation: The mean average of this statement is 2.64.This means the initiatives taken by Airtel for resolving retailers concern is somewhat satisfactory by the retailers. The standard deviation of this statement is .663. That means data are close to their means. Since, most of the respondents are experiencing better resolving service quality in their respective problems; some of the respondents are facing long time on resolving service from the FSE.

- **Statement 5:** “Airtel FSE gives more time on retailers expectation;-
(1) Airtel Ltd.(2)Grameen phone (3)Robi Axita Ltd.(4)Banglalink (5)Others”

Interpretation: The mean average of this statement is 1.80. The mean average shows that the respondents are supporting that Airtel FSE gives more time compare to other telecom companies. The standard deviation of this statement is 1.294 .That means data in every series are largely dispersed to their means. Since, most of the respondents are in support of Airtel ; some of the respondents are support other companies which results in data dispersed.

- **Statement 6:** “Airtel Bd.Ltd.’s FSEs are regular on their duty-;
(1)Strongly Agree,(2)Agree,(3)Neutral,(4)Disagree,(5)Strongly Disagree.”

Interpretation: The mean average of this statement is 1.82. The mean average shows that the respondents are slightly agreed in this statement. The standard deviation of this statement is .720. That means data in every series are largely dispersed to their means. From this analysis, it can be noted that some respondents; retailers are satisfied on the regularity of FSE which lead Airtel most valuable to the retailers.

- **Statement 7:** “Airtel’s FSEs behaviour is friendly and helpful -;
(1)Strongly Agree,(2)Agree,(3)Neutral,(4)Disagree,(5)Strongly Disagree.”

Interpretation: The mean average of this statement is 1.82. The mean average shows that the respondents are agreed in this statement. The standard deviation of this statement is 0.535 which is less than 1. That means the data in every series are very close to their means. From this analysis, it can be assumed that Airtel extensively made the FSEs available to the retailers. Also, this statistic find that, Airtel's FSE visits 6 days a week to the retailer's shops.

- **Statement 8:** "Airtel FSEs are very informative on providing update offers to the retailers-;

(1)Strongly Agree,(2)Agree,(3)Neutral,(4)Disagree,(5)Strongly Disagree."

Interpretation: The mean average of this statement is 1.92. The mean average shows that the respondents are neutral in this statement. The standard deviation of this statement is 0.724 which is less than 1. That means data points tend to be very close to the means. From this analysis, it can be said that some people believe value added service really enhance our life style and some people think it does not have any impact in our life style.

- **Statement 9:** "Airtel provides updated offers and promotional activity's information quicker than other telecom companies -;

(1)Strongly Agree,(2)Agree,(3)Neutral,(4)Disagree,(5)Strongly Disagree."

Interpretation: The mean average of this statement is 2.04. The mean average shows that the respondents are agreed in this statement. The standard deviation of this statement is .348 which is more than 1. That means the data in every series are dispersed to their means. From this analysis, it can be assumed that Airtel internet service is not good in some areas. On the other hand, the high standard deviation shows some of the respondents are not facing any major trouble with the Airtel internet service.

- **Statement 10:** "What is the most helpful medium for you to interact with Airtel Bd ltd-;

(1) Field Service Executive (FSE) , (2) SMS (Short message service), (3) Voice call / 786,(4)Internet.

Interpretation: The mean value of this statement is 1. The mean average shows that the respondents have disagreed in this statement. The standard deviation of this statement is .000

which is more than 1. That means data are spread out over a large range of values. Here, mean value indicates that most of the respondents do not like messaging communication but some of them like it.

- **Statement 11:** “Overall, how would you rate Airtel Bd Ltd. compare to other existing company -;(1)Excellent , (2) Good, (3)Average, (4)Poor, (5)Terrible.”

Interpretation: The mean value of this statement is 2.54 The mean average illustrates that the respondents are neutral in this statement. The standard deviation of this statement is 0.579 which is less than 1. That means data points in every series tend to be very close to the means. From this analysis, it can be said that though the respondents are neutral in this statement some of them has agreed in this statement.

- **Statement 12:** “The quality of network of Airtel Bd. Ltd. -; (1) Excellent, (2) Good, Fair (3), (4)Poor,(5)Worst”

Interpretation: In this statement, the mean average is 2.46. It indicates that the respondents are neutral in this statement. The standard deviation of this statement is 0.676 which is less than 1 that means data points tend to be close to the means. From this analysis, it can be said that mean value indicates majority of the respondents are in neutral position but some of them has shared different agreement in this issue.

- **Statement 13:** “Which company is giving you comparatively more commission and incentives -;-(1) Airtel Ltd.,(2)Grameen phone, (3)Robi Axita Ltd.,(4) Banglalink, (5)Others”

Interpretation: The mean average of this statement is 3.06. The mean value shows that the respondents are neutral in this statement. The standard deviation of this statement is 0.1.219 which is less than 1 and that means data in every series are very close to their means. From this scenario, it can be said that after sales services of Airtel is in moderate level.

- **Statement 14:** “Which company’s commission process do you like most ? -;(1)
Airtel Ltd.(2)Grameen phone (3)Robi Axita Ltd.(4)Banglalink (5)Others”

Interpretation: The mean average of this statement is 3.28. The mean average shows that the respondents are neutral in this statement. The standard deviation of this statement is 1.126 which is more than 1. That means data in every series are dispersed to their means. As the neutral mean value represents the majority of the respondent’s preference, some of them have shared different opinion in this regard. Some people recommend their nearest ones to use Airtel, some people do not.

The major areas of dissatisfaction are:

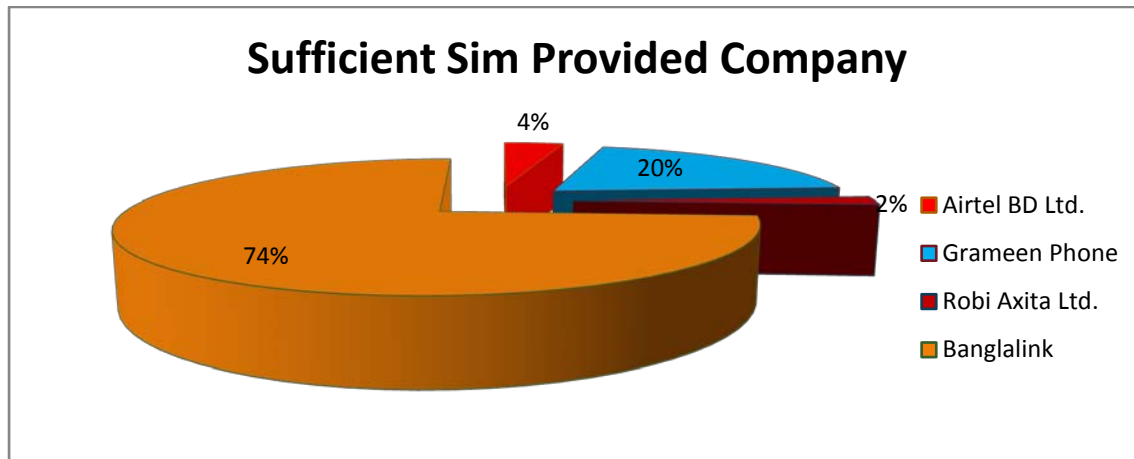
- Poor commission structure
- Network quality
- Irregularity on SIM provides.
- Internet or Edge/GPRS service
- Call quality during airtime

Consequently, the major areas for customer satisfaction are:

- The availability of the FSE’s of Airtel BD.Ltd.
- The affordability of new retail service connection
- Bonus, Campaign, Promotional offers
- Data Pack recharge gain (2G & 3G)
- Value Added Service (VAS)
- Customer services through customer care line (777)
- After sales service, etc.

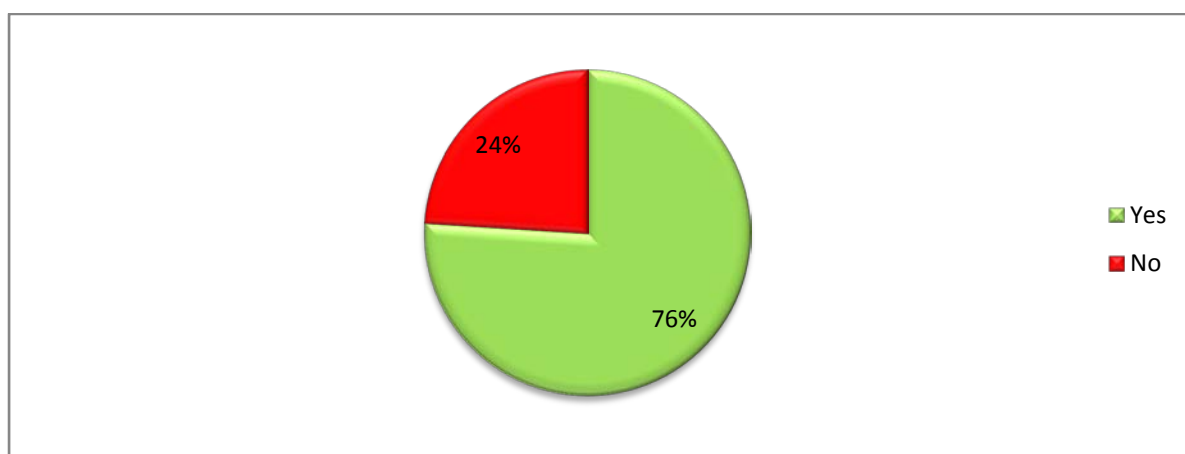
3.5.3 Findings on general overview

➤ **Sufficient SIM Provider telecom company:**



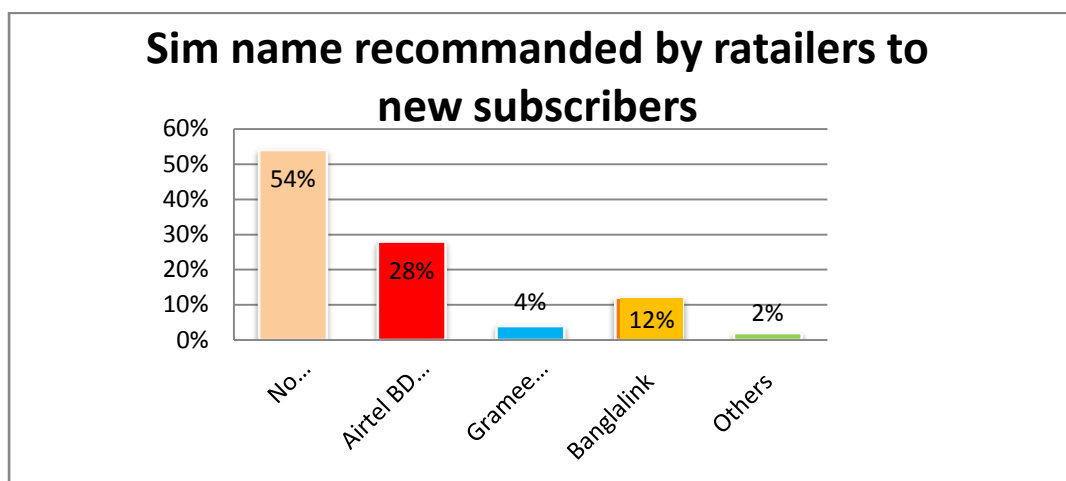
Interpretation: From the above graph we can say that, maximum percentage of the retailers are satisfied with the amount of SIM delivered by Banglalink ;74% of the respondents informed. Gramee phone hold second position on giving sufficient amount of SIM to the retailers as market requires; 20% of the respondents informed. As, 4 % of the total respondents says that they are not getting sufficient number of SIM from Airtel Bd.Ltd, it will hinder retailers motivation and satisfaction on selling Airtel SIM. As a result, Airtel may provide calculating amount of SIM to the retailers or may diversify the delivery target to increase retailers satisfaction on amount of SIM delivered.

➤ **Valuable Idea provided by Airtel FSE**



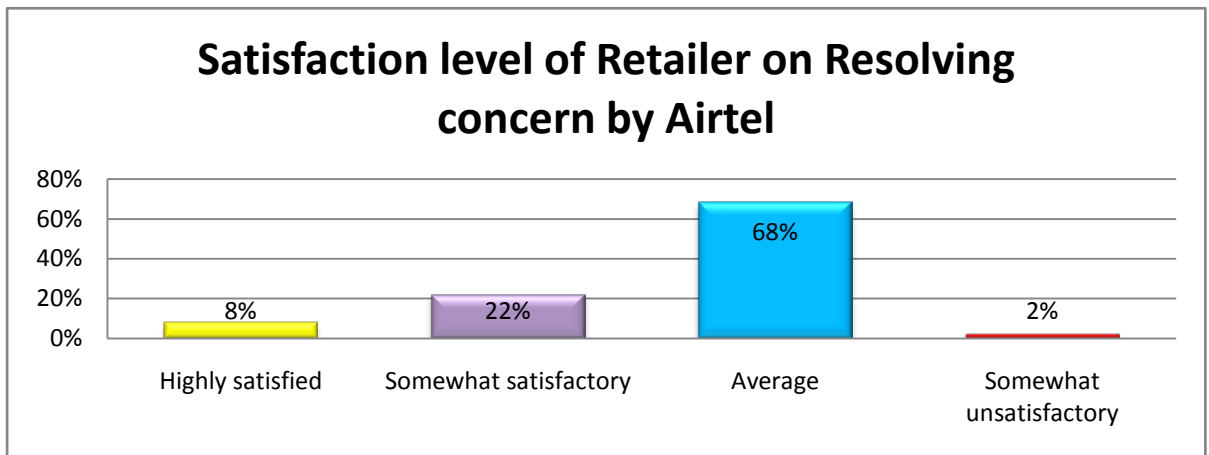
Interpretation: The more interaction FSE can build with the retailers the more retailers will satisfy on the company. FSE (Field Service Executive) can reduce the Gap between the retailers and company. From this survey on retailers satisfaction I have found that 76% of the respondents say that Airtel's FSE provide valuable idea for retailers business development. However, 24% of the respondents disagree on it.

➤ **SIM recommended to the new subscribers by retailers:**



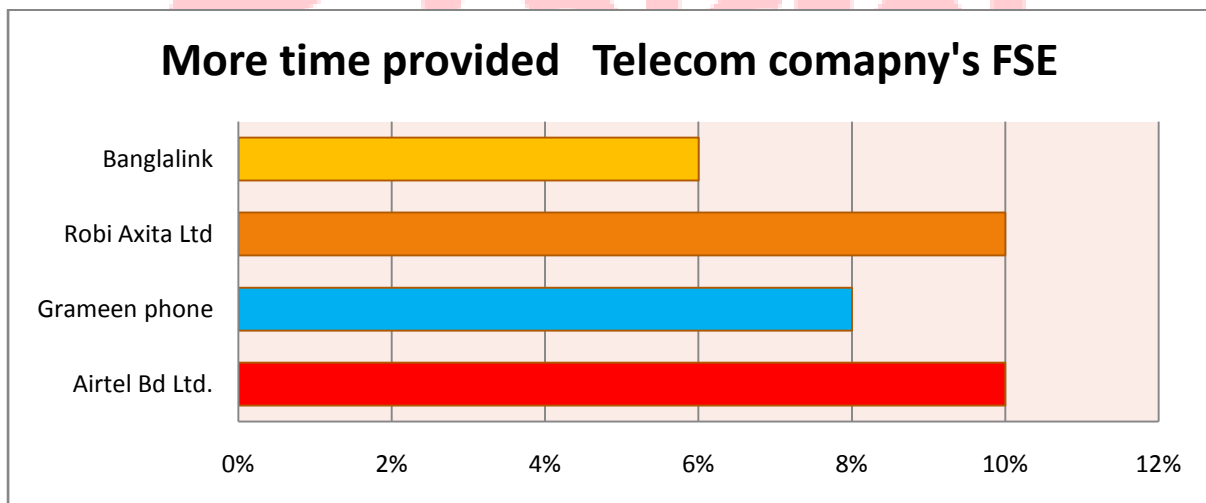
Interpretation: Now a day, subscribers know each and every update information from the telecom companies through various medium. As a result, subscribers take the SIM as their need. Frequently, retailers help subscribers to get the required SIM. Retailers always refers the name of the company SIM which is mostly profitable and available to them. This survey find, that 54% respondents never recommend retailers on buying new SIM. Fortunately, 28% respondents refers Airtel SIM to the new subscribers. Low call rate, better commission for retailers and market requirement make Airtel become in this position. However, Grameenphone SIM is recommended by only 4% and Banglalink SIM is recommended by 12 % of the total respondents.

➤ **Satisfaction level on Resolving concern of Retailer :**



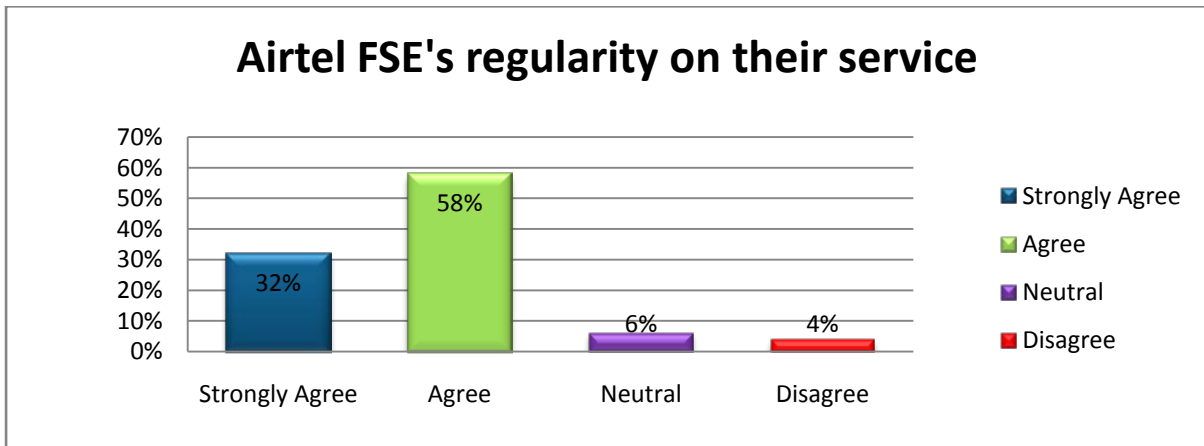
- **Interpretation:** From the above survey, I have found that 68% of the total respondents are average satisfied on after sales service from Airtel. After that, 8% of the respondents are highly satisfied as they were getting proper SIM replacement and other after sales service. 22% of the respondents are somewhat satisfied. Fortunately, 2% of the respondents are somewhat dissatisfied since they are not getting response of their problems more than a week.

➤ **More time provided Telecom company's FSE :**



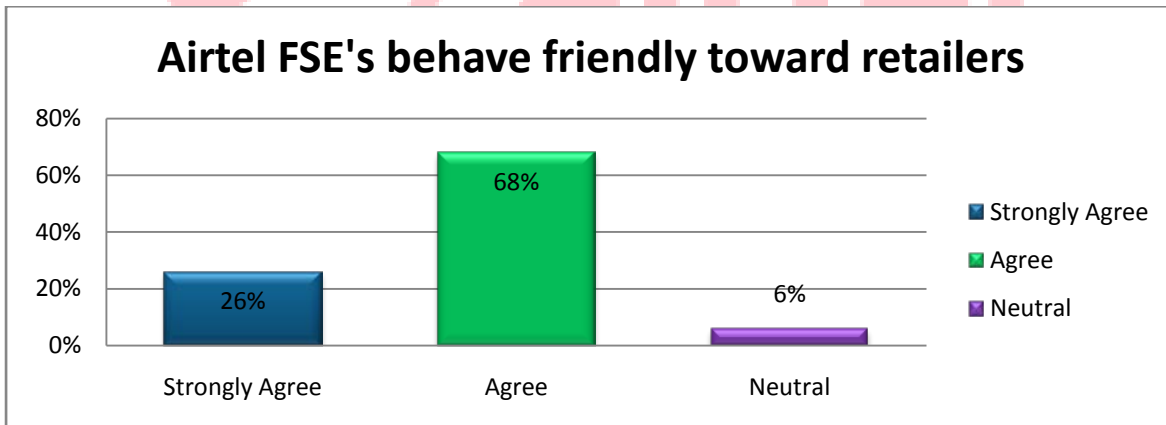
Interpretation: FSEs are the main instrument for any company to interact with the retailers. The more time FSE will provide to the retailers, the more FSE can discover the retailers' expectation. Airtel FSE provides more time with retailers compared to other telecom companies; 66% of the respondents say that Airtel FSE provides more time among other companies. 10% of respondents say for Grameenphone also for Banglalink. 8% of respondents say Robi FSE provides more time. From the above findings, I can say that retailers are highly satisfied on the Airtel FSE compared with other telecom companies' FSE. This indicates that there is strong bonding among retailers and FSE's of Airtel BD.Ltd.

➤ **Airtel FSE's regularity on duty :**



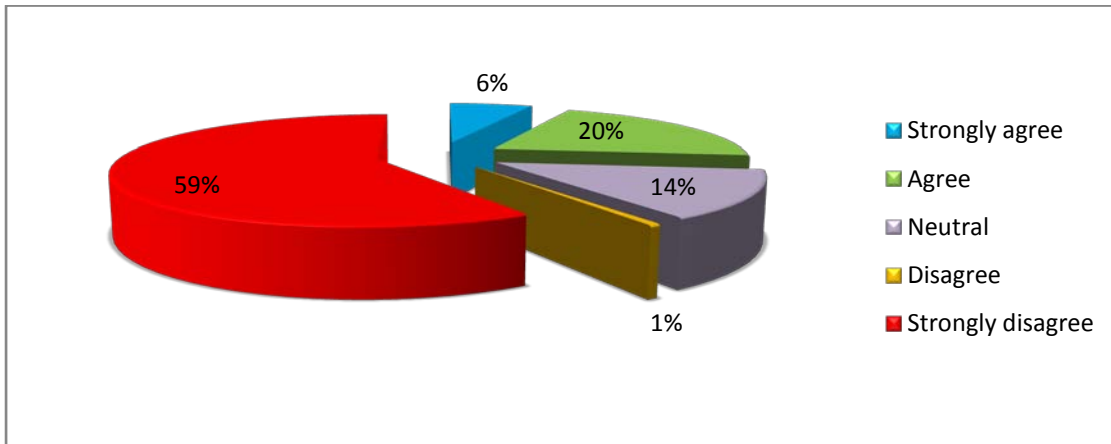
Interpretation: Most respondents say that Airtel FSEs are regular on their duties which make Airtel Bd.Ltd most enrich to the retailers. I have found from my survey that 58% of the retailers agree on the regularity of Airtel FSEs .The retailers who are satisfied on the Airtel's FSE strongly agree on the regularity of FSE;32% of the respondents.6 % respondents remain neutral ,however only 4% respondents show disagreement on Airtel FSE's regularity service. Airtel can routinely monitor FSE's activities so that retailers will strongly satisfy on FSE's service.

➤ **Airtel FSE's behave friendly toward retailers**



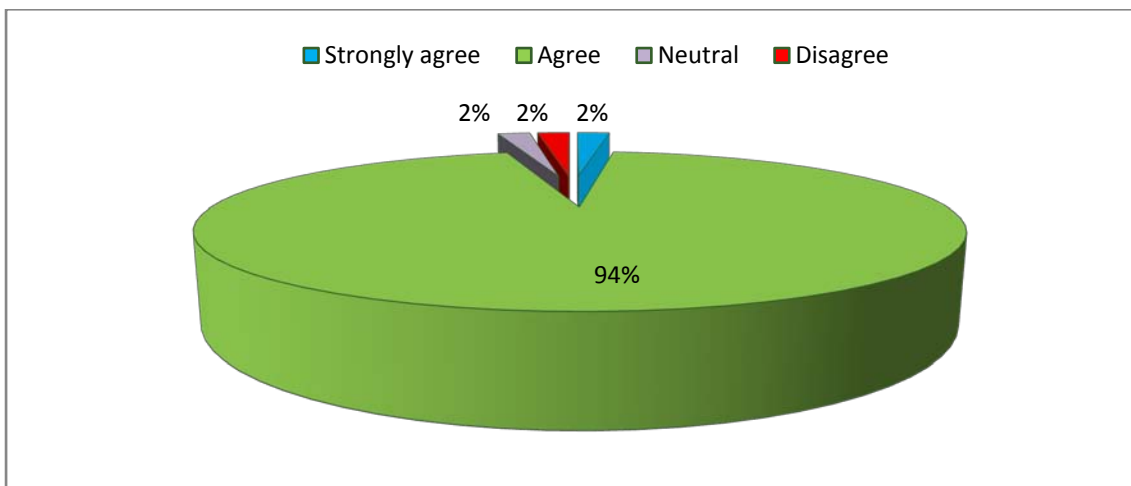
Interpretation: The above graph shows that 68% of the total respondents or retailers agreed that Airtel FSE's behaviour is friendly toward retailers. We have found that 68% of the respondents says that Airtel FSE provide competitively more time among other telecom companies because 26% of the respondents strongly agree that Airtel FSE behave friendly toward retailers.only,6% of the respondents remain neutral on this statement. As a result,I can say that retailers are satisfied with the Airtel.Bd.Ltd FSE's behaviour.

➤ **Airtel FSE's provide updated information to the retailers :**



Interpretation: As above graph shows that 70% of the total respondents agree that Airtel FSE's provide updated information to the retailers, I can say that retailers are satisfied on delivery of all promotional and activities information. 22% of the retailers strongly agree on delivery of information by the retailers which indicate some retailers are highly satisfied with the information provide system of Airtel Bd.Ltd. From the total respondents, 4% remain neutral, 2% disagree and also 2% strongly disagree on the statement of providing updated information by the Airtel Bd.Ltd FSE.

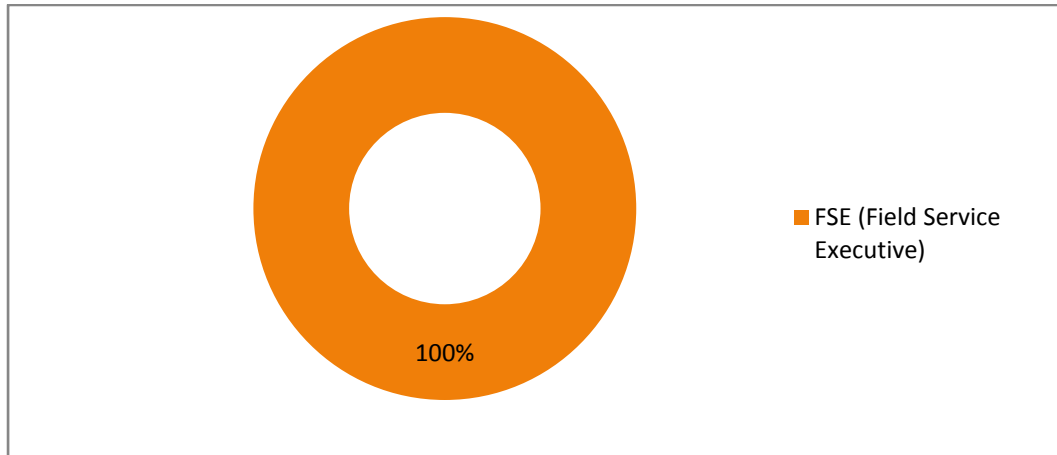
➤ **Airtel providing regularly promotional Information :**



Interpretation: Information is the main key element for developing business in geometric way. As long as the updated information is not received by the retailers, they will not go for new motivational offers. Quicker the information is being received by the retailers, faster it

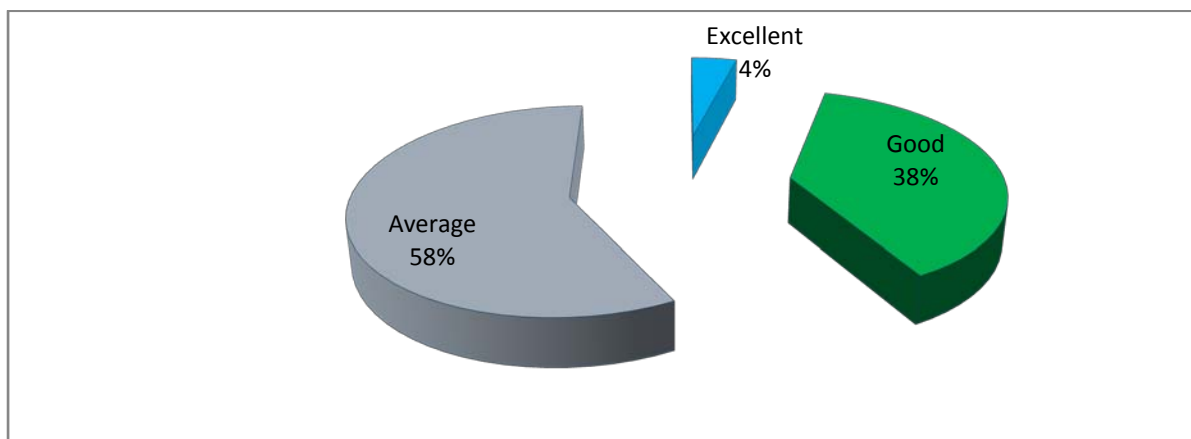
will go to the subscribers. Airtel make the retailers competitively more informative on the new offers and promotions and 94% of the respondents support on this statement.

➤ **Most helpful medium for retailer to interact with Airtel Ltd.**



Interpretation: From the above graph it is easy to say that the best helpful medium for Airtel to interact with the retailers is FSE (Field Service Executive) .100% of the respondents say that FSE is the most helpful medium for them to interact with Airtel Bd.Ltd. Airtel should give more focus on the FSE training. Airtel territory manager can weakly guide FSE's activities so that retailers will prefer Airtel Bd.Ltd service beyond other telecom companies.

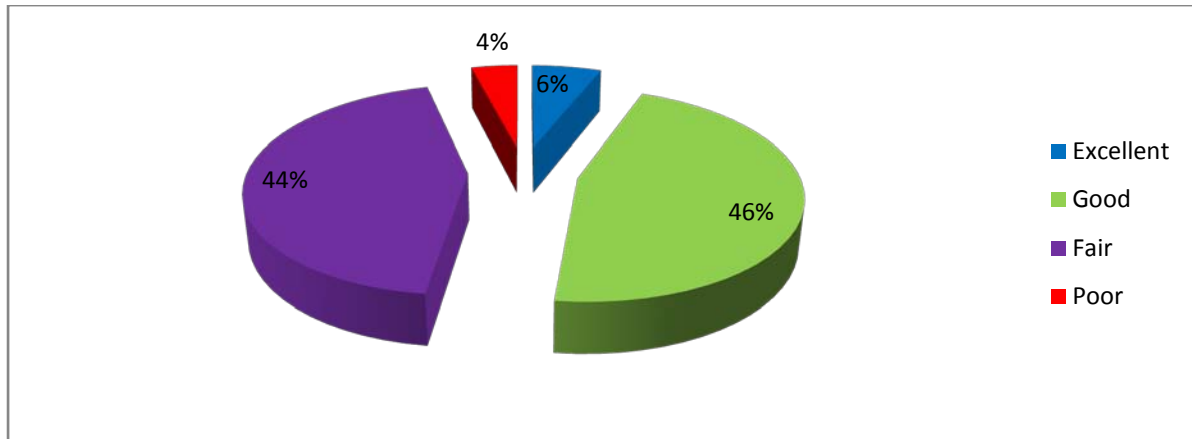
➤ **Airtel position in the Telecom Industry**



Interpretation: Airtel is competitively growing its market share in the telecom industry. As, Airtel is demanded more in the market and every business depend on market demand , Airtel position in the market growing geometrically. The above graph shows that 58% respondents rank Airtel in the average position. Also, 4% respondents say that Airtel are in excellent position and 38% of the respondents say that Airtal is in the good position. However no

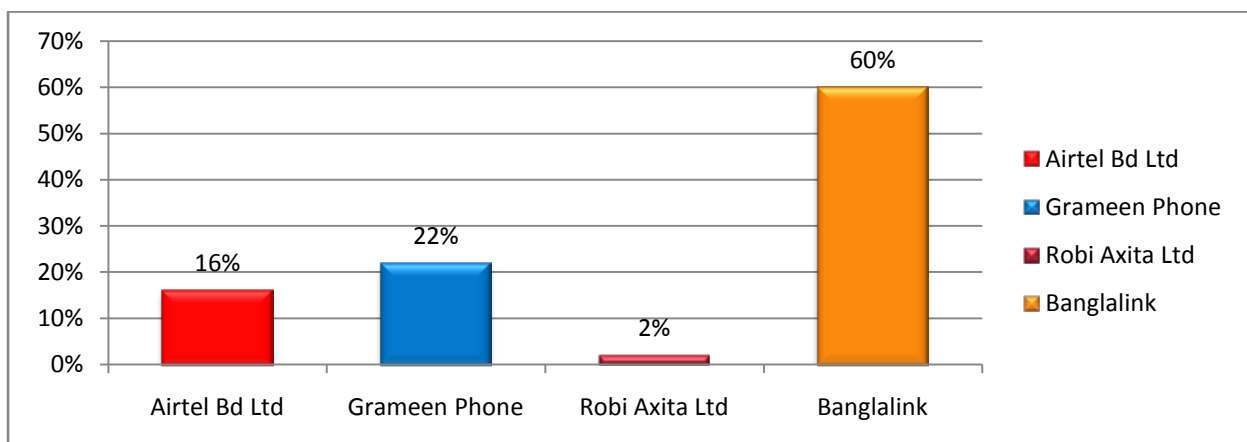
respondents rank Airtel in the worst position. Airtel should provide competitive facilities both for retailers and customers so that Airtel can with the competition battle.

➤ **Quality of network of Airtel Bd.Ltd. :**



Interpretation: Strong network is one of the major strength of telecom companies. Best network facilities providing companies are competing faster other than poor network infrastructure companies. Though Airtel enter in the sixth position, it has build competitive network structure .As a result, 46% of the respondents give feedback that Airtel has good network facilities .Besides this,44% of the respondents said that Airtel has fair network facility.Only,4% of the respondents said Airtel has poor network coverage which is lower that 6% of the total response on excellent network coverage. From the above findings, it can be said that Airtel is competitively build its network infrastructure. I think Airtel should reduce outsourcing amount on building tower infrastructure to improve network facilities.

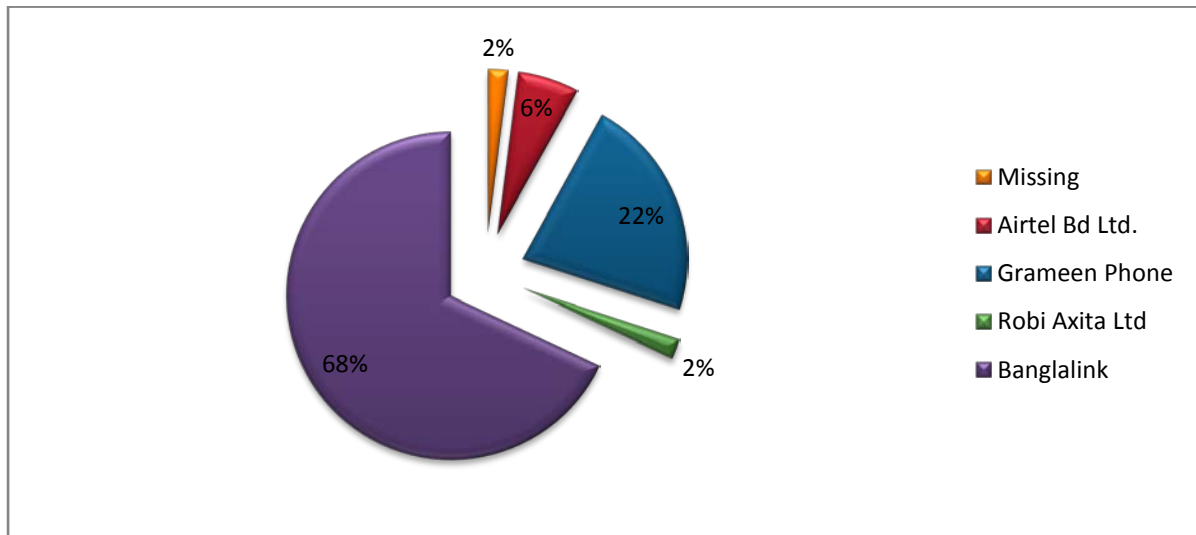
➤ **More Commission provided Telecom company :**



Interpretation: The above graph shows that Banglalink is responded by 60% of the survey retailers that Banglalink provide more commission than other companies in the telecom

industry. After that respondents support Grameenphone with 22% supporting of the total respondents on providing more commission. Airtel Bd. Ltd is supported by 16% of the respondents on providing more commission statement. only, 2% of the total respondents agree that Robi Azita Ltd. provide more commission compare to other companies. From the above finding it can be suggest that Airtel should provide regularity, accountability, target bonus facilities to increase satisfaction of the retailers on the commission amount.

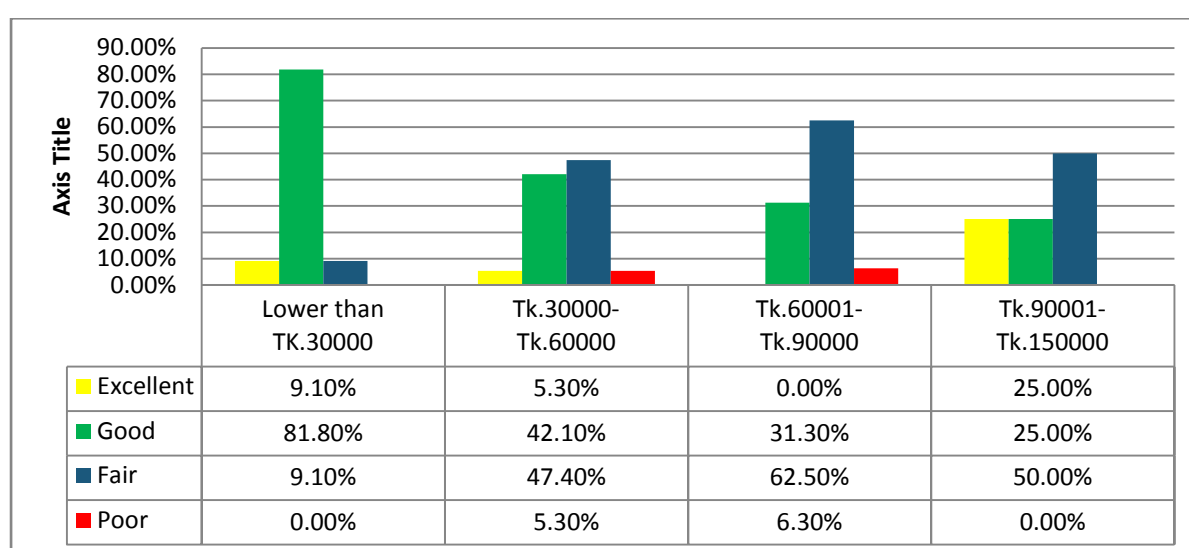
➤ **Better Commission structure Telecom company :**



Interpretation: The above graph shows that 68% of the respondents says Banglalink has better commission structure with its accountable and transparent commission service. After that 22% of the respondents says that Grameenphone provide better commission structure. Unfortunately, only 6% of the respondents said that Airtel Bd.Ltd provide better commission structure. The above findings clearly indicate that Airtel has poor commission structure which results retailers' dissatisfaction on commission structure.

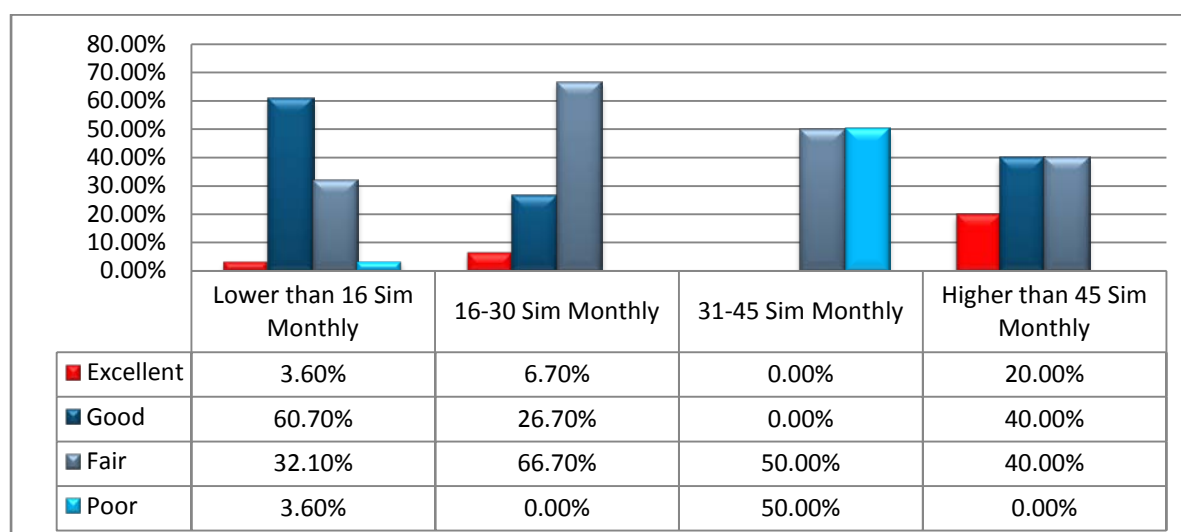
3.5.4 Relationship between Airtel Monthly recharge sell and Quality of Airtel network in area:

Better network quality can increase the telecom business revenue and growth .Good network structure in expected from both the subscriber and the retailers. Retailers become dissatisfied whlile recharging SIM because of poor network facilities. Subscribers always want better network facilities for best communication. Though Airtel entered in the market in the sixth position, it has build strong network structure. However, Airtel Bd.Ltd. has poor network coverage in some distribution area because of unplanned network structure such as electricity facilities (Savar area, Joydebpur area). The influence of network on the recharge sales are shown in a graph below:



The above graph shows that, from the retailers who sale lower than Tk. 30000 recharge monthly,81.80% of them said Airtel has good network quality. 47.40% of the retail;ers who sale between Tk.30000- Tk.60000 said that Airtel has fair network coverage. Besides this, 62.50% of the retailers who sale Tk.60001-Tk.90000 said Airtel provide competitively fair network facilities. Finally, 50% of the retailers who sale between Tk.90001-Tk.150000 recharge monthly said Airtel Bd.Ltd provide fair network facilities. From the above findings, it can be said that Airtel has on an average fair network quality. However, 25% of the retailers who sales Tk.90001-Tk.150000 recharge monthly said Airtel has excellent network coverage. This finding indicates that recharge sales dependents on the network quality. Consequently, Airtel should improve network quality to increase its revenue from sales which will improve tertiary revenue.

3.5.5 Relationship between Airtel Monthly SIM sell and Quality of Airtel network in area:



The above graph shows that 60.70% of the retailers who sales lower than 16 SIM monthly says that Airtel has good network coverage. furthermore ,81.80% of the retailers who sales between 16-30 SIM monthly says Airtel has good network quality. The most important findings is 20 % of the retailers who sales higher than 45 SIM monthly say Airtel has excellent network quality. These findings indicates that better network quality can lead to increase in SIM sales which will results in future business sustainability .

3.5.6 Respondent's opinion and suggestion

In the respondent's opinion and suggestion section, some respondents did not put any opinion. However, rest of the respondents shared their valuable opinion regarding Airtel services, commission structure, Airtel business growth and those are given below accordingly:

➤ **Most of the respondents suggested:**

- Airtel to improve commission payment structure to ensure accountability and transparency.
- Airtel to upgrade its network coverage as soon as possible.
- Airtel to provide sufficient SIM as market requires.

➤ **Some respondents also suggested to:**

- Provide internet activation facilities.
- Provide sufficient amount of recharge card.
- Give pre-confirmation on commission payment.
- Separation on total commission amount into two times in a month.
- Improve SIM card packet (Use 3G tag on SIM) and SIM replacement service.
- Make sure campaign consistency.
- Provide classified SIM card (for example: JORA SIM / bundle SIM)
- Offer attractive handset bundle package.
- Provide more diversified commission offers.

3.6 Limitations:

The study was limited by a number of factors. Without these limitations the research would have been much better. Some of the constraints are given below: -

- Such a short internship period was not sufficient to understand the insights of customer satisfaction level.
- Lack of information due to inadequate telecom publications and journals.
- Lack of co-operation from the officials from confidential point of view.
- The research was limited only in Dhaka city (Dhaka-1 Zone) . The research findings could be different if it is carried out with the other regions of the country.
- All of the respondents are sellers of both SIM and recharge. This hinders the information of the small and new retailers.

3.7 Recommendation:

The recommendation part of the project is prepared based on the research findings. By following those recommendations, Airtel can decrease the dissatisfactions of the retailers and thus earn a sustainable, distinct competitive advantage to achieve more market share.

- Firstly, Airtel Bd. Ltd must change the commission structure to increase the satisfaction level of retailer. Airtel can provide confirmation on commission amount two times in a month to the retailers as retailers are more focused on transparent and accountable commission payment.
- Secondly, Airtel should provide updated offers and promotions to the retailers as first as they can. As results, Airtel can get the best response and feedback of the retailers and subscribers which will be helpful future offers and promotions modification. Hence, Airtel should train FSE in a proper way so that they can provide competitive information to the retailers. The territory managers should focus on regularity of the FSE's activities by visiting the retailers shops routinely. They should make a training routine for the FSEs and get the feedback regularly on retailers dissatisfaction issues.
- Thirdly, Airtel must upgrade the network coverage as early as possible. Since, the network up gradation has not been finished yet Airtel should offer Miscal Alert service for free. Customers understand that network improvement cannot be done overnight. If miscal alert service is offered at free of cost the existing customers may compromise with the current situation and new customers may also wish to join Airtel. Thus, dissatisfaction may reduce regarding network problem.
- After that, Internet is now an integral part of our life. Airtel internet service must be developed reasonably so that people can use more of it. The retailers get maximum

bonus earnings from the internet package load. Most frequently, subscribers visit retailers house for internet activation service but they have not get that specific service from the retailers as retailers do not have authorization on internet activation service. However, the competitors are providing these services to the retailers. Consequently, Airtel should give internet activation facilities to the retailers for increasing the satisfied retailers as well as the revenue from the internet packages.

- Also, Airtel must use advanced technology to provide better commission structure. Airtel can provide weakly SMS confirmation on commission amount for the retailers.
- Then,Airtel should provide frequently bundle packages both for the retailers and the subscribers to increase revenue. (Jora SIM, Bundle SIM, Love SIM)
- Furthermore, Airtel should provide prospectuses in short form. Airtel can provide prospectus of “Jemon Dorkar, Temon offer” in a short paper. If all prospectuses are provided in shortly retailers as well as subscribers can easily get the necessary information on all packages .Consequently, the retailers and subscribers will highly satisfied on information providing medium.
- Finally, Airtel should bring retail competition on SIM and recharge sales .As a result, retailers competition will increase the sales volume as well as the market growth.

3.8 Conclusion

Airtel is a telecom service providing company where retailer's satisfaction is both goal and marketing tool. Today's retailers and customers in the telecom industry, where lots of offers are available, are harder to satisfy. They are smarter, more communications conscious, more demanding, less forgiving and they are approached by many more companies with equal or better offers. The challenge is not only to produce satisfied customers also to produce loyal and delighted retailers. This is competitive and customer driven market. It is high time for Airtel to satisfy and retain its existing retailers. As the mobile connection price, call charge, even the price of the handset have been reduced due to technological advancement people of all income level are started using cell phone. Airtel should not only focus market visit and findings, Airtel should implement the plan faster than the competitors. Nowadays, most of the retailers and the low income business are deeply relying on Airtel because of the sales volume and commission amount. Hence, it has become inevitable for Airtel to expand the network coverage soon for a sustainable future. Also, Airtel should restructure commission process to win the competition in the battle field.

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- ❖ **Jabir Al Mursalin**, Assistant Professor, BRAC Business School, BRAC University
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